



PROPOSAL TO PROVIDE CONSULTING SERVICES

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# R1327 - Convention/Conference Center Feasibility Study

LAWRENCE, KANSAS



**SUBMITTED TO:**

David Corliss  
City of Lawrence  
6 East 6th Street  
Lawrence, KS 66044-0708  
281-275-2740

**PREPARED BY:**

HVS Convention, Sports, & Entertainment  
Facilities Consulting  
205 West Randolph, Suite 1650  
Chicago, Illinois 60606  
312-587-9900

March 20, 2014

**PROPOSAL COVER SHEET**

Date: March 20, 2014  
Name of Consulting Firm: HVS Convention Sports & Entertainment Facilities Consulting  
Address: 205 W. Randolph, Suite 1650  
City/State/Zip: CHICAGO, IL 60606  
Primary Contact: Tom HAZINSKI  
Phone Number: 312-587-9900  
Fax Number: 312-488-3631  
Email: thazinski@hvs.com  
Signature: Thomas HAZINSKI  
Title: Managing Director

References (within last 12 months)

Business Name: Raleigh Convention Center  
Address: 500 Fayetteville Street Mall Raleigh, NC 27601  
Contact Name: Mr. Roger Krupa  
Phone Number: 919-831-6011

References (within last 12 months)

Business Name: Palm Beach County FL  
Address: 301 North Olive Ave West Palm Beach FL  
Contact Name: Ms. Shannon LaRoque  
Phone Number: 561-355-2428

References (within last 12 months)

Business Name: Broward County Convention Center  
Address: 1950 Eisenhower Blvd Ft. Lauderdale FL 33316  
Contact Name: Mr. Carlos Puentes  
Phone Number: 954-765-5900



March 20, 2014

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David Corliss, City Manager  
City of Lawrence  
6 East 6th Street  
Lawrence, KS 66044-0708  
Phone: 281-275-2740

Re: Convention/Conference Center Feasibility Study

Atlanta  
Boston  
Boulder  
Chicago  
Dallas  
Denver  
Las Vegas  
Mexico City  
Miami  
Nassau  
New York  
Newport  
San Francisco  
Toronto  
Vancouver  
Washington  
Athens  
Buenos Aires  
Dubái  
Hong Kong  
Lima  
London  
Mumbai  
New Delhi  
Sao Paulo  
Shanghai  
Singapore

Dear Mr. Corliss,

HVS Convention, Sports, & Entertainment Facilities Consulting (“HVS”) is pleased to present this proposal to provide a Convention/Conference Center Feasibility Study for the City of Lawrence, Kansas.

HVS is the largest hospitality consulting firm in the world and brings extensive experience in analyzing convention, conference, and event facilities and clearly articulating our recommendations to decision makers. Our principals have advanced degrees in public policy analysis, as well as experience serving in governments. HVS brings a unique understanding of the public policy decision-making process to each of our public-sector engagements and to our role as a trusted advisor.

Our team includes DLR Group, an integrated design firm providing architecture, engineering, planning and interior design services. With 500 professionals, DLR Group combines national experience with local expertise to exercise design innovation with responsive service. The Overland Park office, with more than 50 professional staff, is home to the firm’s convention and conference center group and will staff the project locally.

In addition to local experience and presence of DLR Group, HVS has experience in your region, having worked in facilities in Overland Park, Wichita, Omaha, and Lee’s Summit, MO. HVS has also completed 5 hotel studies in Lawrence since 2007. As part of these analyses, we have current and historical data on the hospitality market in Lawrence.

As requested, an electronic copy of our sample report is provided in our submittal package.



Convention, Sports & Entertainment  
Facilities Consulting  
Chicago, Illinois

The attached proposal includes all the information requested in the RFP. On behalf of our team, we are excited about this important project and we look forward to hearing from you.

Very truly yours,

A handwritten signature in black ink that reads 'Thomas Hazinski'.

Thomas Hazinski  
*Managing Director*  
HVS Convention, Sports, & Entertainment  
Facilities Consulting

# Proposal to Provide a Convention/Conference Center Feasibility Study

HVS Convention, Sports & Entertainment Facilities Consulting and DLR Group is pleased to present the following proposal to provide a Convention/Conference Center Feasibility Study for the City of Lawrence, Kansas.

Our submittal is organized in the following sections.

1. Team Overview
2. Experience & References
3. Understanding of Community
4. Scope of Work and Deliverables
5. Cost Components
6. Additional Information

# 1. Team Overview

## Primary Contact

Thomas Hazinski will serve as the main contact for our team regarding this submittal:

Thomas Hazinski, Managing Director  
HVS Convention, Sports, & Entertainment Facilities Consulting  
205 West Randolph, Suite 1650  
Chicago, IL 60606  
Phone: 312-587-9900  
Fax: 312-488-3631  
Email: thazinski@hvs.com

## HVS Firm History

Since 1980, HVS, the leading global hospitality consulting organization, has provided financial and valuation consulting services for over 35,000 assignments throughout the world for nearly every major industry participant. Our professional staff of more than 400 industry specialists offers a wide range of services, including market feasibility studies, valuations, strategic analyses, impact studies, advisory and development planning, and litigation support. With over 35 offices in 10 countries, we offer one of the most comprehensive knowledge bases in the industry. Last year alone, HVS completed more than 2,000 appraisals, feasibility studies, and consulting engagements. HVS is respected worldwide by developers, underwriters, operators, and investors. We operate independently as consultants and have no ownership in any venues.

## DIVISIONS OF HVS



By engaging HVS for this assignment, you will benefit from access to some of the most experienced hospitality consultants in the industry and the industry's most comprehensive databases. Our reputation among investors, bankers, rating agencies, developers, and public officials is extremely important to us and ensures that we pay close attention to each engagement we accept.

The various offices and divisions of HVS offer a wide range of skills and experience in the analysis of a variety of land uses including: convention and conference centers, hotels, sports and event facilities, restaurants, casinos, and other land uses related to hospitality and tourism. To address the specific needs of your project, we have assembled the best team within HVS to address the hospitality land uses anticipated in the development. HVS Convention, Sports, & Entertainment Facilities Consulting in Chicago will provide the analysis and Tom Hazinski will manage the project.

**HVS Convention, Sports,  
& Entertainment  
Facilities**

HVS Convention, Sports, & Entertainment Facilities Consulting (HVS CSE) has completed hundreds of assignments throughout the world analyzing the feasibility of convention and conference facilities, event and civic centers, sports facilities, hotels, mixed-use hospitality developments, tourism attractions, and other public assembly facilities. HVS CSE services include planning studies and building program recommendations, market analysis, feasibility studies, benchmark and performance studies, financing recommendations, economic impact analysis, and development advisory services. Since public assembly facilities and hotels are often part of larger mixed use projects, HVS CSE analyzes and models the relationships among various land uses and their influence on the overall feasibility of the entire project.

We have performed numerous market, operational, feasibility and economic impact studies of publicly-developed projects. Our studies often appear in municipal bond offering statements and our staff has presented these studies to rating agencies, bond insurers, and investors. As a global hospitality consulting firm, HVS has many resources at its disposal that our competitors lack.

HVS CSE regularly provides the following services:

- Market and financial feasibility studies
- Operational assessments
- Marketing surveys
- Demand projections
- Facility recommendations
- Site analysis
- Preliminary cost estimates
- Financing recommendations
- Economic and fiscal impact analysis
- Management and marketing recommendations

- Tax revenue projections
- Solicitation services for facility management
- Development assistance (including drafting of developer RFP/Q, evaluation, and negotiation assistance)

HVS Convention, Sports, & Entertainment Facilities Consulting has never failed to complete any work awarded to it.

### **Local Sensitivity**

The Chicago office of HVS is responding to your Request for Proposals because we are the division of HVS that specializes in the development of convention and conference facilities and supporting hotels, as well as mixed-use developments. HVS as a firm has completed 5 hotel studies in Lawrence since 2007. As part of these recent analyses, we have current and historical data on the hospitality market in Lawrence, in addition to operating data on numerous local Lawrence hotels. We also have experience working in the region of convention and event centers in Overland Park, Omaha, Wichita, and Lee's Summit.

### **Objective Advice to the Public Sector**

HVS prides itself on providing public sector clients with analysis and recommendations designed to result in the most efficient use of public resources and suggesting modifications to prior assumptions whenever necessary to achieve that objective. The HVS team regularly works for municipal clients providing market and feasibility studies. Approximately 90 percent of our work is conducted for public sector clients.

Our business philosophy is to always provide our clients with the best available objective advice. HVS works for a wide range of industry participants including public owners, lenders, private developers, and operators. They rely on our advice to make important investment decisions and use our services repeatedly precisely because they can rely on our credibility. This philosophy is consistent with our academic background in public policy and our prior years of service in the public sector.

### **Client Satisfaction – HVS CSE**

Rather than making unsubstantiated claims about our firm, we would rather let our clients speak for us. For the past two years, we have been asking our clients to rate their level of satisfaction with our services and to evaluate our performance. The table below summarizes the results of 23 recent customer satisfaction surveys. It includes all the responses we have received since we instituted the survey process.



## HVS CSE CLIENT SATISFACTION SURVEY RESULTS

Question	Percent of Clients that			
	Strongly Disagree	Disagree	Agree	Strongly Agree
Overall, I am satisfied with HVS	0%	0%	32%	68%
I am likely to use HVS' services in the future	0%	0%	36%	64%
HVS meets my expectations regarding assignment quality	0%	0%	53%	47%
HVS demonstrates strong technical knowledge	0%	0%	36%	64%
HVS was quick to respond to inquiries, questions, or issues	0%	0%	36%	64%
HVS delivers its services and products on time	0%	0%	41%	59%
HVS reports are received in a user-friendly format	0%	0%	37%	63%
Communications during the project were responsive and effective	0%	0%	23%	77%
Would you recommend HVS services to other companies	0%	0%	27%	73%

One-hundred percent of our clients agree or strongly agree that they are satisfied with our services. We have yet to receive a negative response on any single question. We strive for perfect customer satisfaction (strongly agree responses on every question), which we have achieved on 7 of 23 assignments.

### DLR Group

DLR Group is an integrated design firm providing architecture, engineering, planning and interior design from 20 offices in the United States and Shanghai. With 500 professionals, DLR Group combines national experience with local expertise to exercise design innovation with responsive service. Staff from the office in Overland Park will provide these services in Lawrence.

DLR Group's convention center design experience includes the Overland Park Convention Center in Overland Park, Kansas; the CenturyLink Center in Omaha, Overton Conference Center and Hotel in Lubbock, Texas, and the Riverside Convention Center in Riverside, California. The firm has also completed a number of hotels which offer ballrooms and meeting spaces. DLR Group architects and engineers approach each new convention center and hospitality project with a fresh outlook. At the heart of the approach is your vision of how the facility should function, who it serves and how it will be used, plus its role in the community. The firm asks tough questions to learn and understand all the things that are unique and important to you, and translate those needs into tangible, built solutions. The goal is to be a leading client-focused design firm and the firm has worked with many municipalities and leaders of the hospitality industry. The firm has enjoyed a collaborative approach with them as well as with many hotel flags and development groups.

**Key Staff**

The following staff assigned to this project in Lawrence bring the mix of market knowledge, industry experience, and analytical skills needed for the assignment. Staff member resumes are provided in Section 6 of this submittal.

**Thomas Hazinski**



Thomas A. Hazinski, Managing Director of HVS Convention, Sports, & Entertainment, has over 25 years of experience in the public policy arena as a public official and as a consultant. He specializes in providing economic and financial research to public agencies and private developers involved in economic development initiatives. For the past twenty years, Tom has specialized in the analysis of convention, sports and entertainment markets and associated real estate developments. In January 2001, he started the Chicago office of HVS as its Managing Director. Tom holds a Masters Degree in Public Policy from the Harris School of Public Policy at the University of Chicago, where he specialized in municipal finance. He completed four years in the post-graduate degree program, including doctoral course-work, before leaving to pursue active management. Tom has managed over 350 assignments related to the analysis of public assembly facilities. His experience in the Lawrence region includes work in Overland Park, Omaha, Lee’s Summit, and Wichita, among others. Other experience includes convention and or conference studies in Chicago, Illinois; Boston, Massachusetts; Brookings and Madison, South Dakota; New Orleans, Louisiana; Fargo, North Dakota; Norman, Oklahoma; San Antonio and Houston, Texas; Portland, Oregon; Tallahassee, FL; Albany, New York; and many other large and small venues. Tom will serve as project manager and primary client contact for this work in Lawrence. The following table highlights some of Tom’s similar experience.

**TOM HAZINSKI SIMILAR EXPERIENCE**

Albany, NY Proposed Convention Center and Hotel Feasibility	Midwest Express Center (Milwaukee) Phase II and III Expansion, Impact
Arlington, TX Convention Center Expansion and Hotel Feasibility	Nashville's New Music City Center and Hotel Feasibility
Boston Convention and Exhibition Center Strategic Planning	Norman, OK Conference Center Feasibility
Branson, MO Convention Center and Full-Service Hotel Feasibility	Omaha, NE Full-Service Hotel Feasibility, Hotel Industry Assessment
Colorado Springs, CO Convention Center and Full-Service Hotel Feasibility	Overland Park, KS Convention Center and Full-Service Hotel Feasibility
Dallas Convention Center Complex and New Headquarters Hotel	Plano, TX Convention Center and Full-Service Hotel Feasibility
Ernest N. Morial Convention Center Assessment and Hotel Feasibility	Raleigh, NC Convention Center and Full-Service Hotel Feasibility
Fort Lauderdale Convention Center Expansion and Headquarters Hotel	Robinson Center (Little Rock) Expansion
Hawai'i Convention Center Expansion Assessment and Headquarters	Schaumburg, IL Convention Center and Full-Service Hotel Feasibility
Lawton, OK Convention Center and Full-Service Hotel Feasibility	Sydney, Australia Convention Center Feasibility
Manchester, NH Convention Center Feasibility	Tallahassee, FL Convention Center Feasibility
McCormick Place Advisory Services, Hotel Development Feasibility	Washington D.C. Convention Center Impact Analysis



### **Ken Martin, AIA**

Ken Martin, Principal at DLR Group and Convention and Conference Center Planning and Design Leader, brings to your project over 23 years of experience in hospitality planning and design. Ken's passion for the design of conference/convention centers and hotels allows him to focus on creating the best visitor and guest experience for his clients. His creative style and approach ensures that all user groups and members of the project team, beginning with the owner's representatives, will have input on the total facility design and functionality. Ken enjoys working with leaders of the hospitality industry including hotel flags and development groups to create exceptional hospitality facilities for communities. His experience includes the Overland Park Convention Center and Sheraton Hotel; the CenturyLink Center Omaha; the Overton Conference Center & Hotel in Lubbock, TX; the Riverside Convention Center Expansion in Riverside, California; the Tucson Convention Center Expansion, and a number of hotels.

### **Catherine Sarrett**



Catherine Sarrett is a Project Manager with HVS Convention, Sports & Entertainment and performs market analysis and feasibility studies for convention, conference, sports, and entertainment facilities. Cathy has spent over 20 years in the convention, sports and entertainment field as a consultant, financial analyst, and owner's representative during design and construction. She is currently studying the expansion options for the Fargodome in Fargo, North Dakota and the Wisconsin Center in Milwaukee. Recent projects include expansion assessment of the Broward County, FL Convention Center and the Ernest N. Morial Convention Center, New Orleans. Other projects include facility assessment for the Amarillo Civic Center and the Robinson Center in Little Rock, Arkansas, as well as the study of the operations and potential re-use of Portland's Memorial Coliseum. She also studied the feasibility of a hotel and conference center in suburban Columbus, Ohio and an assessment of the convention center market in Memphis. Early in her career, Cathy served as the owner's project manager for the design and development of the Wachovia Center in Philadelphia, PA. She received her Bachelor of Science in Civil Engineering from Duke University and spent several years as a structural engineer before entering the Wharton School of the University of Pennsylvania where she received her Master's of Business Administration in Finance and Marketing. Cathy would provide the feasibility analysis.

**Brian Harris**

Brian Harris, Director at HVS Convention, Sports & Entertainment, brings extensive experience in public facility financing to HVS. He served as Vice President of Analytical Services, ScheerGame Sports Development, LLC and worked in a similar capacity at William R. Hough & Co. Prior to that, Harris was deputy manager of public finance at Raymond James. During his 25-year career as an analyst and as a manager of analytical services, he has worked on over 1,000 municipal financing projects ranging from basic general obligation bond issues to complex derivative transactions. His experience providing analysis for convention centers and financing strategies includes the Dallas Convention Center Complex; the proposed Albany, NY Convention Center and Hotel; the Tucson Convention Center; Ft. Lauderdale/Broward County Convention Center; and McCormick Place in Chicago. He conducted an analysis for a headquarter hotels in Virginia Beach, VA, Aurora, CO, Houston, TX, Chicago, IL, Bloomington, IN, Tucson, AZ, Portland, OR, Fort Lauderdale, FL, and Albany, NY. Brian would provide the analysis on the possible financing scenarios for any recommended development.

**Alex Moon**

Alex Moon is an Analyst at HVS Convention, Sports & Entertainment. He provides research support for senior HVS staff in the performance of market, feasibility, tax, and impact studies. Alex earned his Bachelor of Arts in Mathematics, Economics, and Mathematical Methods in the Social Sciences (MMSS) from Northwestern University. He recently provided research and analysis for development of a new conference center in Torrance, California and a large mixed-use real estate development in Athens Greece, as well as a convention/conference center analysis in Racine, Wisconsin. Alex would serve as an analyst and researcher for the project in Lawrence.

## 2. Experience & References

### HVS Projects

Market and feasibility studies require a combination of rigorous analysis and creative thinking. The projects highlighted below demonstrate our experience providing market and feasibility analysis, as well as serving as a trusted advisor to many municipalities. Many of our projects also include university elements. A complete list of our projects is provided Section 6.

**Overland Park, Kansas:** From 1996 to 2008, HVS staff has provided the City of Overland Park, Kansas with a wide variety of project analyses, guiding the City through various development projects, including:

- Development of the 100,000 square foot Overland Park Convention Center and 412-room Sheraton Hotel, which opened in 2002:
  - Convention center and hotel feasibility analysis
  - Hotel tax revenue projections which served as the basis for financing the project
  - Economic and fiscal impact analysis
  - Management selection for food and beverage services for the convention center
  - Hotel developer/operator solicitation and general development assistance
- ♦ Feasibility assessment of an arena/multipurpose facility to be part of a larger entertainment and retail complex. HVS defined the facility program recommendations for the potential events center and developed demand and financial operating estimates.
- ♦ Analysis of an outdoor athletic field complex to serve the needs of local recreational sports organizations and also enable the City to attract local, regional, and national sports tournaments. The project opened in 2009 with 12 soccer fields, a main stadium with 500-1,000 seats, a multipurpose fieldhouse, and 1,000 parking spaces.



**Normal, Illinois:** HVS was engaged by the Town of Normal, Illinois to help develop a 150- to 200-room conference center and hotel adjacent to the Illinois State University campus. In response to an RFQ drafted by HVS, the Town of Normal entertained ten developer and operator proposals. HVS assisted the Town in evaluating the development proposals, analyzing financing alternatives, and selecting a development team. HVS assisted in the negotiation of the development and operating agreements with the selected team. This project focused specifically on the operations/management/development/construction areas of development consulting. The Bloomington-Normal Marriott Hotel & the Carol A. Retain Conference Center opened in 2009.

In 2011, HVS provided an additional market study in Normal. The Town of Normal was in discussions with two developers regarding the development of a 120-room extended stay hotel in Uptown Normal, directly across the street from the Marriott and Conference Center. The Town requested HVS to conduct a market analysis of the impact, positive or negative, of this potential hotel on the Marriott. HVS provided the market analysis under 2 scenarios: with and without the potential 120-room extended stay hotel. The market study contained an evaluation of site and neighborhood, a market area analysis, a hotel supply and demand analysis (under both scenarios), a projection of occupancy and average daily rate (under both scenarios), and a 10-year detailed projections of income and expense (under both scenarios).

**Omaha, Nebraska:** From 2000 to 2009, the City of Omaha hired HVS to conduct several hospitality related projects, including.



- Feasibility analysis of a convention center headquarters hotel, the Omaha Hilton that opened in 2004. Also developed the financing model and assisting the City with negotiations with development teams on the terms of a proposed public/private partnership
- Analysis of the ability of the CenturyLink Center to generate room night demand for the adjacent proposed headquarters hotel. The project involved an evaluation of the facility building program and an analysis of peer markets and comparable facilities.
- Analysis of a public/private partnership with the City of Omaha, the State of Nebraska, and the Omaha Royals that shared the risks and rewards of developing a ballpark and mixed-use development.
- A compensation survey in order to compare the compensation levels of key executives at convention and arena facilities to comparable positions at the CenturyLink Center.
- An independent analysis for the Greater Omaha CVB of the hotel industry in Omaha and a comparison of the Omaha convention market with its major competitors. Our scope of work included providing a hotel industry outlook and strategic recommendations and an analysis of the convention industry in Omaha's competitive cities. The study was conducted in the context of more extensive City-wide planning efforts.



**Tallahassee, Florida:** The City of Tallahassee Community Redevelopment Agency (“CRA”) engaged HVS Convention Sports and Entertainment to conduct a Market & Feasibility Study of a proposed convention/conference center in Tallahassee, FL. The CRA owned a vacant parcel located in downtown Tallahassee, and wanted to assess development of the site for a new convention/conference center. The property was strategically located between the Florida Capitol complex, Florida A&M University, Florida State University, and Tallahassee’s central business district. HVS conducted a feasibility study determining the market, demand,

financial performance of the proposed facility, as well as an economic and fiscal impact analysis. Based on our findings, HVS recommended a 100,000 square foot multi-purpose hall; a 15,000 square foot ballroom; and 27,000 square feet of flexible meeting space.

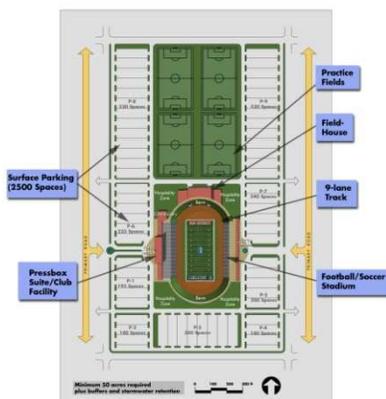


**Cedar Rapids, Iowa** - The City of Cedar Rapids, Iowa engaged HVS Convention, Sports & Entertainment to conduct a market study of a new convention center in downtown Cedar Rapids, Iowa. This proposed convention center would be located adjacent to and integrated into the existing Crowne Plaza Five Seasons hotel and the renovated U.S. Cellular Center arena. These three facilities would be operated jointly as the proposed Cedar Rapids Convention Complex, and make up the City's main convention, sports, and entertainment assets. Following the historic flooding of the Cedar River in 2008, the City developed several initiatives and strategies to revitalize its downtown. The HVS report provided market assessment, building program recommendations, demand projections, and forecast of financial operations for the proposed convention center and renovated arena. The Convention Center and Arena opened in June 2013.

**Raleigh, North Carolina:** From 2002-2012, HVS has provided various hospitality studies for the City of Raleigh including:



- Conducted a feasibility analysis and financing plan for the 500,000 square foot Raleigh Convention Center and 400-room Marriott Hotel, which both opened in 2008.
- Conducted a feasibility study and financing plan for a multi-purpose stadium and sports complex. The intended users of the stadium were the City of Raleigh, Wake County, Saint Augustine College, and Shaw University. As proposed, the complex would not only house the football programs of both schools and provide additional recreational soccer fields to the community, but would also include a track component capable of hosting national or international competitions.
- Projected the amount of room tax revenues available for payment of room tax revenue bonds issued to finance the construction of the Entertainment & Sports Arena. The study estimated the amounts of tax revenues that would be available to repay debt service over the 20 year life of the bonds. The project included a survey of hotel industry representatives and analysis of the hotel market for the life of the bonds.
- Provided an independent third-party evaluation of the operating performance of the Raleigh Convention Center, as well as an economic impact analysis of the Convention Center.





**Fort Lauderdale, FL** – The Greater Fort Lauderdale Convention & Visitors Bureau (“GFLCVB”) engaged HVS to conduct a Needs Assessment and Market Study of the Broward County Convention Center (“BCCC”) in Fort Lauderdale, FL. The purpose of the study was to develop a plan to expand and improve the BCCC in order to increase its effectiveness and allow for better utilization and increased usage. The study also analyzed the introduction of a new headquarters hotel adjacent to the BCCC, which would support the expanded BCCC and further enhance the demand potential of the meetings market in Broward County. Originally opened in 1991 as a 370,000 square foot convention center, the BCCC is publicly owned by Broward County, Florida. A \$30 million expansion, completed in 2001, added significant amounts of exhibit, meeting, and ballroom space to the facility, bringing the total gross area of the venue to 600,000 square feet. HVS conducted an assessment of the current operations of the BCCC, surveyed users, analyzed comparable and competitive facilities, provided facility recommendations, and projections demand and financial proforma. HVS submitted the Needs Assessment and Market Study in July of 2012, and updated the analysis in the spring of 2013. We conducted our work in collaboration with an architectural team, who provided a Master Plan for the convention center, hotel, and surrounding area.

In late 2013, HVS was hired by Broward County to provide an economic impact analysis of the convention center expansion and new headquarters hotel. We provided our findings to the County in February 2014.



**Bloomington, Indiana** - The Monroe County Convention Center Building Corporation and Downtown Bloomington Inc. engaged HVS to analyze the market potential for an expansion of the Bloomington Monroe County Convention Center (BMCCC) and an adjacent full-service hotel development. The BMCCC is owned by Monroe County and operated by the Convention Center Management Company, a not-for-profit entity established to operate the venue. The BMCCC contains 21,000 square feet of function space and serves as the primary convention and civic center for Bloomington and Monroe County. An attached Courtyard by Marriott hotel provides 117 adjacent hotel rooms. This hotel was renovated in 2012. Expansion of the BMCCC has been under consideration for at least ten years. The purposes of our study were to analyze the market potential of the BMCCC and an adjacent full-service hotel; recommend a building program plan for expansion of the BMCCC and a new hotel; recommend a feasible approach to financing the propose developments; and estimate the net new economic and fiscal benefits of the project. We also analyzed the demand from University of Indiana.



**Madison, Wisconsin** – In 2013, the City of Madison hired HVS to assist in evaluating development proposals and selection of a developer. The City is undertaking the redevelopment of Judge Doyle Square, a two-block site in the City’s central business district, adjacent to the Monona Terrace Convention Center. This project presents a significant opportunity to increase the offerings of Madison’s downtown, as well increase tax revenues. The development is anticipated to include hotel, residential, retail and restaurant uses combined with bicycle and parking facilities. The City issued an RFQ in 2013 for development

teams to partner with the City in developing Judge Doyle Square. Two teams were asked to respond to an RFP. The City used HVS as an independent consultant to assist in the development a plan of finance for the proposed mixed-use district that can succeed and at the same time maximizes the City’s overall return related to the project.



**Palm Beach County, Florida:** HVS provided consulting and advisory services to Palm Beach County, Florida in the development of a proposed hotel adjacent to the Palm Beach County Convention Center. The hotel is expected to be affiliated with the Hilton brand and would include 400 rooms and is assumed to include all the typical amenities for a convention center hotel. Palm Beach County was considering entering into a public-private partnership and providing a subsidy to the project. HVS provided recommendations on the approach to the financing structure and assisted in the negotiation with developers. HVS worked on behalf of the County to review and negotiate the hotel development agreement, room block agreement, and hotel lease. The County Commissioners and Town Council have both approved the project in the fall of 2012 and the project is now under development. HVS continues to provide services as needed.

**Nashville, Tennessee:** From 2009-2013, HVS has provided various studies for the City of Nashville, including:

- Market and feasibility study for the new Music City Center, Nashville’s new convention center opened May 2013.
- Tax projections for the financing of the Music City Center. There were six potential sources of revenue for the capital costs of the MCC and to cover any potential operating losses of the facility. HVS provided forecasts of tax revenues for all sources. The tax projections provided by HVS have proven to be conservative and project is anticipated to have budget surpluses.
- Market and feasibility study for a full-service hotel (Omni) adjacent to the new convention center. The study also included site analysis and economic impact analysis. The HVS study appeared in offering statements for the hotel financing.
- Economic and fiscal impact analysis for the new convention center on Davidson County.
- Economic impact study of the proposed National Museum of African American Music (“NMAAM”) for the African American History Foundation of Nashville. The purpose of the analysis was to provide an independent assessment of the demand potential of the proposed museum and to project the corresponding economic and fiscal impacts to the City of Nashville and to the State of Tennessee.
- Assessment of the impact of a privately-developed 450-room hotel property with 30,000 square feet of meeting space within proximity of the new MCC. The City wanted to document the affect of this additional hotel on the MCC, the Omni, and the hotel market in general. The City needed to



determine the pros and cons of this hotel development and possible development incentives.



**Milwaukee, Wisconsin:** From 2000-2014, HVS staff has provided various hospitality related studies in Milwaukee. We have performed market and feasibility studies, operational analyses, and estimated tax revenues to support the project financing. Our studies have included analysis of the Wisconsin Convention Center, U.S. Cellular Arena, Milwaukee Theatre, Miller Park, and the Bradley Center, among others.

HVS Convention, Sports, & Entertainment's projects in Milwaukee include:

- Financial advisory services for original construction of the Wisconsin Convention Center
- Feasibility analysis of an expansion of the convention center
- Financial projections of operating revenues and expenses for the U.S. Cellular Arena
- Analyzed concept plans and feasibility assessment for creation of a performing arts venue, the Milwaukee Theater
- Tax projections for various project financings
- Economic impact analysis of the convention center expansion
- Citywide analysis of the hotel market
- Operational assessment of the Bradley Center, home to the NBA Bucks
- Market analysis for a proposed MLS soccer stadium
- Tax projections and financing analysis for Miller Park, home to the MLB Brewers
- Economic impact analysis of the Wisconsin Center District facilities, in 2012
- Update of Wisconsin Center District tax projections for bond refinancing, in 2012
- Currently conducting an expansion study of Wisconsin Convention Center in 2013



**Schaumburg, Illinois** - HVS was engaged by the Village of Schaumburg to provide a combined feasibility analysis for a convention center and headquarters hotel proposed in Schaumburg, Illinois. The convention center includes an exhibit hall with approximately 100,000 square feet in addition to 28,000 square feet of ballroom space and 20,000 square feet of break-out meeting rooms. An important aspect of this project is the use of a single operator for both the hotel and convention center. Therefore, financial projections required a detailed analysis of personnel schedules, reflecting the unique staffing structure for the proposed project. The project included event demand projections, hotel occupancy and rate projections, and a ten-year cash flow analysis. The adjacent hotel project includes



500 guest rooms. The Renaissance Schaumburg Hotel and Convention Center opened in July 2006. From 2008 to 2010, the Village of Schaumburg retained HVS to serve as asset manager for the project.



**Torrance, California** - The City of Torrance, California recently hired HVS to provide a market analysis and financial feasibility study of a potential conference center development. The goal of the study was to determine whether and how the community should pursue the planning and development of a facility, determine the appropriate size, site, costs, financial projections, and operations of such a facility. A hotel market analysis was also included in the scope of work. The City of Torrance is located in western Los Angeles County, approximately 10 miles from the Los Angeles Airport. Most of the city's current event and meeting space is offered in a variety of hotels, as well as at the Torrance Cultural Arts Center. We delivered our feasibility analysis in 2013, which did not support the development of the conference center. It was determined that current and anticipated market conditions would not allow for a successful conference center and hotel in the City.



**Brookfield, Wisconsin** - The Brookfield Convention and Visitors Bureau recently engaged HVS to conduct a market feasibility study of a potential conference center development in Brookfield. The goal of this study was to determine whether and how the community should pursue the planning and development of a conference center. Financial projections and financing strategies were also analyzed. The City of Brookfield is located in the Milwaukee MSA, just 15 minutes west of Milwaukee. The City is considered a visitor destination, with strong presence in the business, retail, and industrial sectors, as well as a large mix of hotels and restaurants offerings. The objectives of the HVS feasibility analysis were to determine whether current or anticipated market conditions would allow for a successful conference center in Brookfield. Our study provided the anticipated event demand and recommended the appropriate size of a potential conference center, as well developed a preliminary proforma operating budget and provided financing recommendations. We presented our report in 2012. We continue to provide consulting services on an as needed basis.

### HVS References

We encourage the City of Lawrence to contact our clients. HVS prides itself in providing high-quality and objective advice, which we feel is the reason so many of our clients engage us for multiple projects.

Ms. Kristy Stallings, Deputy City Manager  
City of Overland Park  
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Mr. Mark Peterson, City Manager  
Town of Normal  
100 E. Phoenix  
Normal, IL 61761  
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Email: [mpeterson@normal.org](mailto:mpeterson@normal.org)

Mr. Bob Peters, Former Planning Director, City of Omaha  
Current President, Robert Peters & Company  
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Mr. Carlos Puentes, Deputy Director  
Broward County Convention Center  
1950 Eisenhower Blvd.  
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Mr. Rick McCraw, AICP, Program Director  
City of Tallahassee Community Redevelopment  
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Mr. Rich Riebling, Director of Finance  
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### DLR Group Projects

DLR Group architects and engineers approach each new convention center and hospitality project with a fresh outlook. At the heart of our approach is your vision of how the facility should function, who it serves and how it will be used, plus its role in the community. We ask tough questions to learn and understand all the things that are unique and important to you, and we translate those needs into tangible, built solutions.

We strive to be a leading client-focused design firm and have worked with many municipalities and leaders of the hospitality industry. Representative past and ongoing clients and projects are included in the following pages. Additional information is provided in Section 6 of this submittal.



**Overland Park Convention Center, Overland Park, Kansas:** DLR Group served as Architect of Record on the Overland Park Convention Center and adjacent Sheraton Hotel, helping the City achieve its dream of nearly 15 years. DLR Group teamed with design consultant TVS to complete the new facility. Situated on 20 acres, the convention center features 60,000 SF of exhibition space, with an additional 25,000 SF of ballroom/multi-purpose space. These areas can be combined for a total of 90,000 SF of space on the main level when incorporating the 5,000 SF of service hallway between the two areas. The courtyard level encompasses 15,000 SF of meeting space with an exceptional view of the courtyard. Approximately the size of a football field, the courtyard can be used for outdoor exhibits, meetings, weddings and other activities. An abundance of natural light flows through the large prefunction spaces outside the meeting and exhibition areas on both levels. Designers utilized warm, friendly colors, throughout the prefunction and open areas of the facility. Two levels of pedestrian walkways and a shared courtyard connect the convention center with the 412-room full-service hotel. Both surface and covered stall parking is available for approximately 750 vehicles, with an additional 415-stall structure attached to the hotel. The convention center opened to the public ahead of schedule in November 2002.



**CenturyLink Center Omaha - Convention Center, Omaha, Nebraska** - The CenturyLink Center Omaha consists of a 194,000 square foot exhibition hall, a 30,000 square foot ballroom, 30,000 square foot of meeting rooms, and a high volume prefunction space on two levels. Included are the required support spaces of patron comfort stations, offices, kitchens and loading docks. The Arena includes approximately 400,000 square feet of total floor space that initially provided up to 15,000 seats for hockey, 15,800 seats for basketball, 16,000 seats for end stage concerts and, at full capacity, up to 17,000 seats for center stage concerts. The arena was expanded in 2006 with a seating expansion of nearly 1,700 seats. Club members can enter the building by a special VIP parking structure and once inside, they are welcomed by a grand space that offers a view of the river. Also included are 32 private suites on an exclusive suite level.

DLR Group was the architect for this important addition to the Omaha skyline, bringing to the community an outstanding convention center facility and professional-level sports and entertainment arena. CenturyLink Center Omaha (formerly the Qwest Center) anchors a new redevelopment area that is designed to be an extension of the urban edge of downtown Omaha. The addition of these two facilities creates an active urban front along a new extension of 10th Street. Outdoor plazas and walkways surrounding the CenturyLink Center provide pedestrian circulation paths to the historic Old Market downtown area, several new hotels, an urban park now under construction, and the Riverfront Trail System. The project also includes a skywalk link to an adjacent convention center class hotel across the street.



**Riverside Convention Center Expansion, Riverside, California** - The expansion to the Riverside Convention Center acts as a new economic engine for downtown Riverside. DLR Group's design solution added an additional 36,000 square feet of exhibition space and a needed pre-function area to the existing structure. The scheme also creates a variety of unique meeting spaces to accommodate a range of meeting needs and attendees. Today the Riverside Convention Center is able to attract larger events and create additional revenue while at the same time appealing to smaller groups by maintaining the center's downtown, boutique feel. The expansion used the unique contours of the site to create second primary entrance on the lower level along with additional parking. This second entrance allows the Riverside Convention Center to host multiple events simultaneously. A new exterior plaza welcomes guests to an intimate setting for outdoor cocktail events and can be used to host larger outdoor gatherings. The exterior facade recalls the historic architecture of Riverside with its arcades, wooden trellises and impressive tower entrance. At 127,375 square feet, the expanded Riverside Convention Center provides 50 percent more exhibit hall space, additional meeting rooms, a large pre-function area, a second entry, a new concourse, and welcoming outdoor plaza. Sustainable design features include: high efficiency LED lighting, occupant sensors for energy management, natural daylighting, recycled materials and drought tolerant landscaping. DLR Group provided architecture and interior design services.



**Overton Conference Center and Hotel, Lubbock, Texas** - The upscale ambiance of the new Overton Hotel and Conference Center complements its fitting location in Overton Park, the largest private redevelopment project in the US. DLR Group's design incorporates inviting architectural design on the exterior, with a glass pillar illuminating the nightscape, and stunning interiors, such as 22-foot ceilings in the hotel's lobby. Guests and business travelers can enjoy the business and fitness centers, restaurant and bar, and find relaxation in the outdoor pool area. Adjoined to the hotel is the conference center, where business meetings and important networking among clients can take place, as well as weddings and social events in the luxurious ballroom. The new Lubbock Hotel and Conference Center comprises 238,000 square feet. The 15-story full-service 179,400 square foot hotel includes 304 rooms, and is attached to a 47,600 square foot conference center. Other features include an 11,400 square foot ballroom and surface parking for 350 vehicles. DLR Group provided full architectural and engineering services for Garfield Traub Development and the City of Lubbock, Texas.



**Tucson Convention Center Expansion and Headquarters Hotel, Tucson, Arizona** - The design of the Tucson Convention Center Sheraton is inspired by the unique beauty of the desert landscape. The tower runs parallel to the east-west axis, and its north and south facades are treated differently and appropriately for their exposure. The project features an open courtyard adjacent to the restaurant and pre-function spaces, with the outdoor pool overlooking the spaces. The design responds to the client's wishes for a modern landmark building that is true to the heritage of Tucson. The design has been praised by the local community as uniquely Tucsonian and authentic to the city. The new, 27 story, 525 room, full-service Sheraton Hotel will feature a bar and lobby lounge, fitness center, café, rooftop pool deck, business center, and 50,000 square feet of function and meeting space, including a 19,000 square foot ballroom. Work includes an 118,000 square foot expansion of the existing adjacent convention center, with an additional exhibit hall, 2 junior ballrooms, 5 meeting rooms and associated back of the house spaces, concourses and pre-function areas. A new east entry is designed as the new main entry and a new 1,060 car parking garage is planned. The project is preliminarily estimated at \$246 million.

### DLR Group References

#### Overland Park Convention Center

Mr. Ed Eilert, former Mayor of Overland Park  
Johnson County Board of Commissioners Chairman  
111 South Cherry Street  
Olathe, KS 66061  
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**Rock Chalk Village Development Concept**

Mr. Jim Modig, Director, Design & Construction Management  
University of Kansas  
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**Riverside California Convention Center Renovation**

Mr. Carl Carey, Capital Projects Manager, Development  
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**Overton, Texas Conference Center and Tucson Convention Center Expansion**

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### 3. Understanding of Community

The City of Lawrence is joining forces with the University of Kansas in the study of a potential convention/conference center in Lawrence.

With a population of nearly 100,000, the City of Lawrence is the county seat of Douglas County and the home of the University of Kansas, the largest university in the State of Kansas. The community does not currently have a dedicated facility for conventions, meetings, and events, although the several hotels offer meeting and event space and KU has several facilities that can host events.

The community has been proactive in planning economic development initiatives, including its Downtown Historic District, several TIF districts, and other support programs. Recently, the City was approached by private developers interested in development a convention/conference center under a public/private development scenario. KU also identified a convention center as a possible development as part of a recent master planning process. Due to these recent events, it is felt that now is the time to conduct a study to determine the feasibility of public involvement in development of a convention/conference center.

We understand that there are a variety of stakeholders in Lawrence who may have wide ranging views regarding development of public assembly venues in the market. Many of our projects require our team to assist the community in consensus building and providing a public process to include multiple stakeholders in the decision making process. Our team members have led a variety of public meetings and we commit to work with closely with the leaders and stakeholders in Lawrence to ensure our team recommendations reflect the local community.

## 4. Scope of Work and Deliverables

The City of Lawrence (“City”) in partnership with the University of Kansas (“KU”) are seeking proposals from consultants to provide a feasibility analysis of current and future needs for a convention/conference center.

The study will provide a feasibility analysis to determine the market demand and appropriate size of any recommended facility. This proposed venue should serve not only local businesses, conferences and events, but have the ability to attract regional and national events to Lawrence. The analysis will identify what types of uses are in demand and identify the competing facilities or areas being underserved.

An important goal of the study will be to assist in determining the best location of any new development. The study will also analyze the economics, project income and expenses, operational models, and financing scenarios.

DLR Group will provide the physical planning services from its Overland Park office. DLR Group will provide preliminary design concepts, as well as cost estimates.

### Methodology

Our team has the capacity to provide all the scope elements requested in the RFP. We propose a general study method that we have applied successfully to other projects. However, in our experience, every project presents unique issues and we expect that your project in Lawrence will require us to be creative and to develop methods of analysis so that we can thoroughly address all of your questions.

Following is a summary outline of our proposed scope of services.

#### **Phase 1: Market and Demand Analysis**

Task 1.1: Project Orientation and Fieldwork (Focus Group)

Task 1.2: Economic and Demographic Analysis

Task 1.3: Industry Trends

Task 1.4: Interviews and Surveys

Task 1.5: Competitive and Comparable Facilities

Task 1.6: Hotel Market Assessment

Task 1.7: Building Program Recommendations

Task 1.8: Demand Forecasts

Task 1.9: Site Analysis

*Interim Findings and Workshop*

## **Phase 2: Physical Planning & Financial Feasibility**

Task 2.1: Concepts Plan and Preliminary Cost Estimates

Task 2.2: Financial Projections

Task 2.3: Ownership/Operating Models

Task 2.4: Financing Trends in Public/Private Developments

### *Reporting and Presentation*

### **Additional Optional Services**

Economic Impact Analysis

Project Specific Financing Plan

Negotiation /Development Assistance

## **PHASE 1: MARKET AND DEMAND ANALYSIS**

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### **Task 1.1: Market Analysis**

HVS and DLR Group will meet with client representatives to discuss our study in more detail and to formulate a schedule for performing the fieldwork. At this time, we will gather any information from you that may assist us in performing this assignment. Any introductions to governmental officials, hospitality representatives, and business leaders would increase the effectiveness of our research and expedite the fieldwork process. HVS will also perform the following tasks:

- Meet with City and University staff;
- Obtain previous studies and reports from the client and other sources;
- On-site inspection of potential sites, market area, and the surrounding area;
- Conduct interviews with business and government officials in order to collect relevant statistical market data which will be used in locating and quantifying demand for the convention/conference space. Primary types of data include quality of supply, seasonality, weekly demand fluctuations, vulnerability to economic trends and changes in travel patterns and other related factors;
- Investigate the existing meeting and event space, as well as availability of lodging facilities to support facilities;
- Gather data on the types of events currently occurring in the market area in existing venues and any plans for expansions, upgrades, or new facilities;
- Interview local officials such as the Lawrence CVB, Lawrence Chamber of Commerce representatives, tourism, economic development agencies, and

other related organizations, along with an investigation of the market area to reveal patterns reflecting growth, stability, or decline;

- Research on expense factors relating to local conditions such as labor, energy rates, assessed values and taxes. In most instances, we will attempt to utilize actual expense experience from comparable properties; and
- Gather statistics relating to general economic and demographic trends that indicate future demand potential.

**Focus Group** – HVS and DLR Group will work with representatives of the City and KŪ to organize and implement a focus group of community stakeholders to occur during our fieldwork.

Good preparation and organization is the key to a productive focus group session. These materials will be carefully designed to provide the participants with the necessary background information they will need to respond to discussion questions.

We will prepare an agenda and detailed list of discussion questions for the focus group session. The discussion questions will be aimed at identifying preferences and views in the following areas:

- Facility needs/views including the size and types of spaces needed to accommodate events
- Perceptions of Lawrence as a destination
- Identification of and comparisons with competing destinations
- Site considerations
- Transportation/access concerns
- Others as identified

### **Task 1.2: Economic and Demographic Analysis**

HVS will assess key market variables and economic data, culminating in an analysis of the following:

- Local area conditions
- Demographic and economic characteristics
- Work force characteristics
- Projected economic growth
- Business climate and major employers
- Corporate presence
- Colleges and universities
- Meetings and assembly facilities

- Arts, culture, and entertainment
- Retail destinations
- Hotel supply (including number of rooms by type and meeting space)
- Leisure and tourism and future expected trends
- Visitor industry-related taxes
- Proposed development initiatives
- Transportation/air access and costs

### Task 1.3: Industry Trends

HVS will describe the convention and meeting industry and analyze trends in the number of events, attendance, and supply of facilities. An understanding of trends in the demand for and supply of function space provides an important context for evaluating the market potential of existing and proposed venues. Our analysis will conclude with an assessment of the particular implications of these trends for convention and meeting space in Lawrence.

This trends analysis will include information on national, regional, and state markets, and cover relevant indices and topics including:

- *Industry definitions* – identification of industry event types and facility needs and characteristics.
- *Industry growth* – analysis of demand trends, as measured by three key demand variables: (1) the number of events booked last year, (2) annual attendance at these events, and (3) total expenditures by delegates and planners involved in the events.
- *Trends* – several trends will be analyzed: the supply and demand of facilities in North America, site selection criteria, and event characteristics. Our industry trends review will also include an analysis of city/county, regional, or national demand and what share of this market could be served by existing and or planned event facilities in Lawrence.

HVS will analyze local trends to gain insights about facility needs, customer concerns, lost business statistics, and trends in demand during the past several years. When available, the data obtained during this step will serve as a key input into our thinking about current trends and future demand potential for event space in Lawrence. Historical demand will provide a basis for understanding whether events are increasing or decreasing in size and number. Lost business data from the CVB will help us determine what types of events are considering Lawrence and why these events eventually ended up going to another community. HVS will evaluate whether additional convention and meeting space would address the concerns of a significant portion of meeting and event planners identified in the lost business reports.

## Task 1.4: Interviews and Surveys

### Interviews with Key Stakeholders

HVS will interview key informants in person or over the phone to better assess the level of interest in using the potential facility. The first interview group includes government officials, representatives from KU, tourism stakeholders, hospitality business leaders, and associations. HVS will conduct interviews with the Chamber of Commerce, business leaders, and representatives of local development agencies to identify local and regional event requirements.

### Surveys

HVS will identify an appropriate sample of event planners that reflects primary segments of current and potential demand in Lawrence. Our web-based survey will seek information on the characteristics of the events that the respondents plan and their specific facility needs. The information obtained from these surveys will direct and support our facility recommendations. An internet-based survey form HVS tailors specifically to this analysis will enable a large sample of event planners to express their views. The use of internet surveys can significantly increase the response rate versus telephone or fax surveys due to the ease of access.

The survey covers a variety of data points that assists HVS to measure the demand for future events and includes:

#### *Event Characteristics*

- Type of event
- Geographic scope of event (international, national, state, local)
- Types of spaces and services required
- Attendance and room nights
- Anticipated changes in event size
- Past event locations

#### *Interest / Impressions of the Market*

Based on our extensive industry experience and our analysis of the Lawrence market, HVS will determine which destination product issues are likely to have the greatest impact on event planner decisions about where to hold their events. The information obtained in these surveys will enable HVS to gauge the level of meeting planner interest in the market area and the convention/conference facilities. HVS will survey a selection of meeting planners to draw conclusions about:

- Overall level of interest in utilizing potential facilities
- Relative attractiveness of peer and competing markets

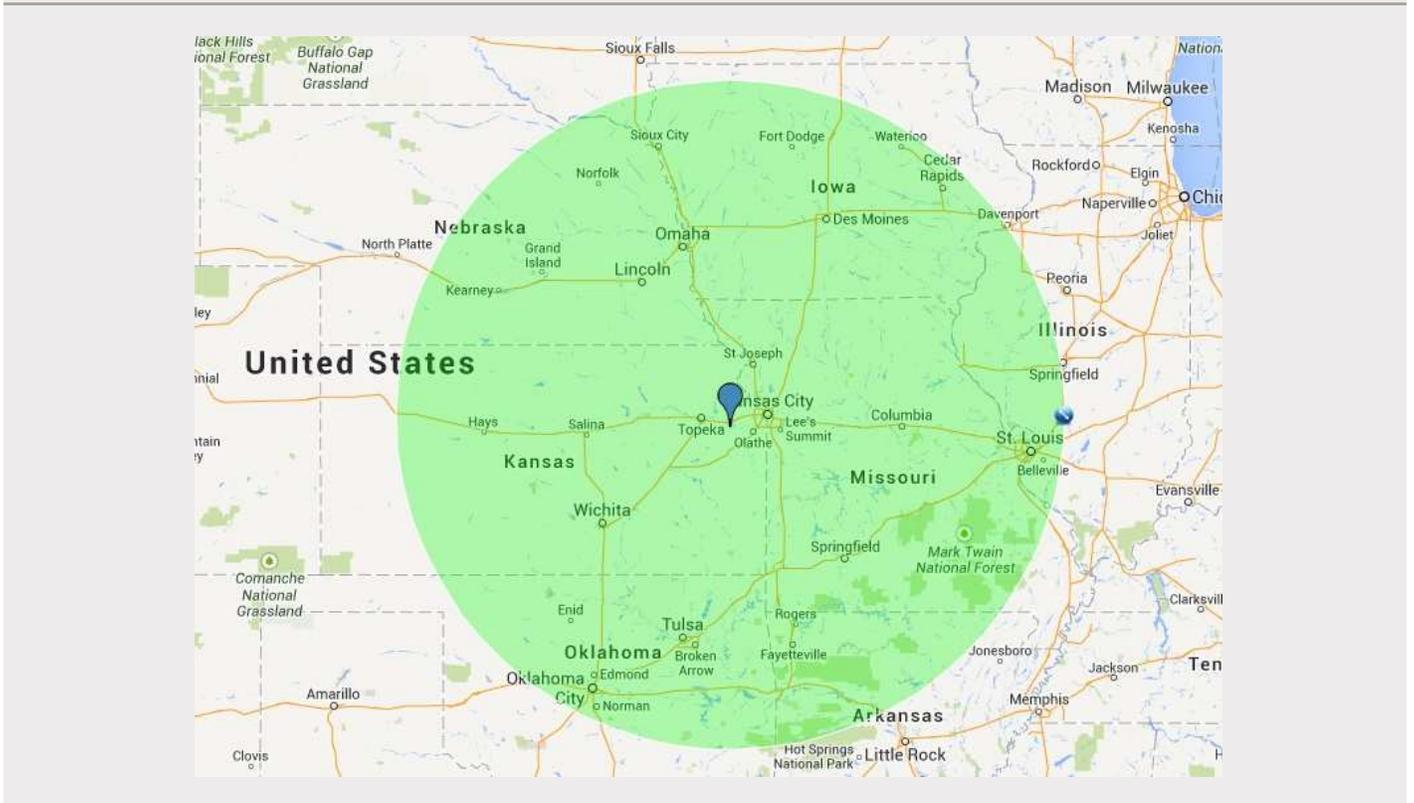
- Market attractiveness in respect to key site selection criteria

HVS will analyze the responses and present the data in easy to understand tables and charts.

**Task 1.5:  
 Competitive and  
 Comparable Facilities**

HVS will identify and analyze competitive convention/conference center facilities within a 300-mile radius of Lawrence, as shown on the map below. These facilities will be selected in consultation with the client.

**300 MILE RADIUS FROM LAWRENCE**



HVS will gather data on selected competitive facilities in Lawrence’s 300-mile competitive trade area. Through interviews and research, HVS will gather the following data:

- Facility size, flexibility, and overall quality,
- Number of supporting hotel rooms,
- Rates for the convention/conference facilities
- If available, levels of event demand by event type, as well as un-accommodated demand,
- Marketing budgets and resources,

- Recent expansions or future plans,
- Surrounding amenities, and
- If available, the revenue and expenses of competitive facilities.

HVS will also compile and analyze data on convention/conference facilities that may not be competitive but are comparable (located in other parts of North America). Data on the physical characteristics, event demand, and financial operations of the comparable facilities may provide models for additional space in Lawrence. The comparable facilities will be selected in consultation with client representatives using the following criteria:

- Facilities that play similar roles in their communities to the stated objectives for the new convention/conference facility, and
- Facilities that are situated in markets of similar size and destination appeal characteristics.

Analysis of the data on comparable facilities will require HVS to consider each facility in the context of its local market and note the similarities and differences between these facilities and Lawrence.

**Task 1.6:**  
**Hotel Market**  
**Demand Analysis**

HVS will perform the following hotel market and supply and demand analysis to assess the current demand for rooms in Lawrence, as well as the ability for existing hotels to support any facility recommendations:

- The demand for transient accommodations will be investigated to identify the various generators of visitation operating within the local market. The current and anticipated potential of (1) corporate transient demand, (2) leisure transient demand, and (3) meeting and group demand segments will be evaluated to determine the extent of existing and future demand. Interviews with officials of business and government, as well as statistical data collected during the fieldwork, are useful in locating and quantifying transient demand. In conjunction with the identification of potential demand, an investigation will be made of the respective strengths of these markets in terms of seasonality, weekly demand fluctuations, vulnerability to economic trends and changes in travel patterns and other related factors.
- The market orientation of local lodging facilities will be evaluated to determine their ability to support any new convention/conference facility. We will gather data to estimate levels of occupancy, room rates, market segmentation and other pertinent operational characteristics.

We will perform a supply and demand market analysis to determine market conditions with respect to existing lodging facilities. This analysis will result in a quantification and documentation of probable future trends in the market's occupancy and average rate. Based on this information, we will determine whether there is sufficient market demand to support a potential convention/conference

facility. We will develop a recommendation as to the optimum number of guestrooms the market will be able to absorb and support any recommended convention facility development. We will determine the future hotel market needs based on current conditions and creation of a new convention/ conference facility.

**Task 1.7:**  
**Building Program**  
**Recommendations**

An important part of this analysis will be to provide recommendations that will allow the community to maximize the potential of any new facility both in terms of achieving its demand potential and also in terms of maximizing economic impacts to the community. HVS will provide preliminary facility recommendations based on our market research, user interviews, surveys, input from facility operators, and what we learn in our evaluation of comparable and competing facilities, which will culminate in facility recommendations.

HVS will develop preliminary facility program recommendations, including size, type and configuration of spaces. The functionality and flexibility of these spaces are important elements in the ultimate market success of public assembly facilities. Consideration will be given to the overall quality of the facility, its size, and key amenities that would help it achieve a competitive advantage in the marketplace.

If the market assessment suggests development is warranted, the recommended facility program will include a description of the required floor area and adjacency for each of the following elements:

- Gross floor area (square footage) of the entire facility,
- Square feet of exhibit and or ballroom space,
- Quantity and location of prefunction/lobby space,
- Number, size and location of breakout/meeting rooms,
- Auditorium/theatre/fixed seating space,
- Kitchen/banquet facilities,
- Specific support spaces,
- Plan for future facility expansion,
- Quantity and location of ingress/egress areas and loading docks,
- Parking areas,
- Phasing options,
- Technology requirements,
- Business services and amenities, and
- Others as appropriate.

**Task 1.8:  
Demand Projections**

HVS will quantify the event demand in several different event categories that may be suitable for the recommended facility. Demand projections will include the number of events, number of event days, number of attendees, and the amount and type of space utilized for the first 10 years of operation for the following types of events:

- Conferences and conventions
- Tradeshows and exhibitions
- Meeting and civic events
- Academic events
- Corporate meetings
- Banquets and social events
- Public/consumer shows/local events
- Entertainment events
- Assemblies
- Others as appropriate.

The demand projection will consider the likely levels of initial demand for the facility and the number of years it will take the project to reach a stabilized point of demand for any new facility that may be recommended as part of this analysis.

**Task 1.9: Site Analysis**

The suitability of the land for a conference or convention center is an important consideration affecting the economic viability of a facility and its ultimate marketability. Based on specific criteria, HVS will assess up to five potential sites in Lawrence that may be appropriate for the recommended facility development. Potential areas may include downtown, KU campus, Clinton Lake, and others as identified.

HVS employs a site evaluation matrix that involves 20-30 variables that help to determine Marketability, Transportation, Constructability, Urban Impact, and Financial Considerations. The site evaluation matrix also assesses issues related to access, circulation, parking, size, topography, visibility, and the availability of utilities, which have a direct impact on the desirability of a particular site.

The following figure presents a sample evaluation site matrix developed for another client.

## SAMPLE SITE MATRIX

### EVALUATION OF FOUR SITES BASED ON 24 SELECTION CRITERIA<sup>1</sup>

	Criteria	Weight <sup>2</sup>	Site 1	Site 2	Site 3	Site 4
Site Considerations	Capacity	5	3	3	3	3
	Relative Ease of Land Acquisition	4	1	1	2	2
	Proximate to Hotel Supply	4	2	2	1	1
	Proximate to Restaurants	3	3	2	1	1
	Proximate to Retail	3	3	2	1	1
	Relative Ease of Construction	3	3	3	3	3
	Environmental Concerns	3	3	3	3	1
	Visibility	2	3	1	2	2
<b>Sub-Total Site Considerations</b>			<b>21</b>	<b>17</b>	<b>16</b>	<b>14</b>
Urban	Compatibility with Adjacent Land Uses	5	3	3	1	1
	Impact on Community Relationships	4	3	3	3	3
	Potential for Related Development	3	3	2	1	1
	Compliance with Existing Zoning	2	3	3	1	1
<b>Sub-Total Urban Impact</b>			<b>12</b>	<b>11</b>	<b>6</b>	<b>6</b>
Access	Accessible to Autos	5	3	3	3	3
	Accessible to Trucks	5	3	3	3	3
	Accessible to Pedestrians - Walkability	5	3	2	1	1
	Accessibility to Public Transportation	4	3	3	3	2
	Availability of Existing Parking	2	3	1	1	1
	Capacity for Additional Parking	2	3	2	3	3
	Traffic Impact	1	2	2	3	3
<b>Sub-Total Access</b>			<b>20</b>	<b>16</b>	<b>17</b>	<b>16</b>
Finance	Land Acquisition Costs	5	1	1	3	2
	Cost of Construction	4	3	3	3	3
	Potential for Private Investment	4	1	1	1	1
	Opportunity to Leverage Public Funding	4	1	1	1	1
	Opportunity Costs - Alternative Uses	2	1	2	2	2
<b>Sub-Total Financial Considerations</b>			<b>7</b>	<b>8</b>	<b>10</b>	<b>9</b>
<b>Total All Criteria</b>			<b>60</b>	<b>52</b>	<b>49</b>	<b>45</b>
<b>Weighted Scores<sup>3</sup></b>		<b>MAX</b>	<b>Site 1</b>	<b>Site 2</b>	<b>Site 3</b>	<b>Site 4</b>
	Site Considerations	81	69	59	55	49
	Urban	42	42	39	22	22
	Access	72	71	60	58	54
	Finance	57	27	29	39	34
<b>Total</b>		<b>252</b>	<b>209</b>	<b>187</b>	<b>174</b>	<b>159</b>
<b>Percent of Maximum</b>			<b>83%</b>	<b>74%</b>	<b>69%</b>	<b>63%</b>

1) Each criteria scored on a 1 to 3 scale (1 = site does not conform, 2 = site partially conforms, and 3 = site fully conforms).

2) Rank of the importance of the criteria on a scale of 1 to 5 with five being most important and 1 being least important.

3) The importance of the criteria (weight) X the conformance score = the weighted score.

### Interim Findings and Workshop

Upon completion of the above analysis, HVS and DLR Group will hold a workshop with client representatives to present and discuss our initial findings. Depending on the findings from the analysis, the City may decide to end the analysis or alter the analysis at this point, if the market assessment does not support new development of a new convention/conference facility.

Assuming the findings are positive and a consensus is reached, HVS and DLR Group will proceed with following Phase 2 analysis. We will use this workshop to kick off the Phase 2 analysis.

## PHASE 2: PHYSICAL PLANNING & FINANCIAL FEASIBILITY

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### Task 2.1: Concept Plans and Preliminary Cost Estimates

DLR Group will provide preliminary concept design services for the project and prepare a conceptual program summary listing function, support, service, food service and administrative spaces, based on the market supported program recommendations provided by HVS and the client's project objectives.

DLR Group will develop up to 3 (three) options for how the convention/conference center program might be configured on potential sites. Working with HVS and the client, DLR Group will refine the options and create site plans diagram to illustrate the concepts.

DLR Group has a proven track record of quality cost management and consistently completes our hospitality projects within established budgets. We integrate cost estimating into our design process, from initial concepts to final construction and post occupancy. The firm will prepare a conceptual order of magnitude construction cost budget for the selected concept. The budget will be based on reasonably adjusted historical cost data from comparable centers.

### Task 2.2: Financial Projections

HVS uses sophisticated and proprietary software, the HVS CSE Venue Model© (the "Venue Model") to model facility financial operations. The HVS Model is a Microsoft Excel based program that facilitates the analysis and presentation of public assembly facility demand and financial projections. The Venue Model is extremely flexible, allowing the user to specify the appropriate building program, event types and characteristics, financial parameters, and revenue and expense line items that uniquely describe the operations of any public assembly venue. It produces forecasts of demand and financial operations for a ten-year period. Furthermore, the HVS Model is linked to the HVS CSE Impact Model© (the "Impact Model") which is used to analyze economic and fiscal impacts. The integration of the Venue and Impact Models provides our clients with an unmatched resource that generates efficient, seamless, and accurate financial and economic analysis.

HVS staff will conduct research of expense factors relating to local conditions such as labor and energy rates. The Venue Model separates the fixed and variable components of revenue and expenses. Variable components of expenses will be

estimated based on the level of anticipated facility revenue. The fixed expenses are projected based on data from comparable facility operations. In most instances, we will attempt to utilize actual expense experience from comparable facilities. HVS will calibrate the model to accurately reflect the unique characteristics of the market.

HVS will incorporate demand, revenue, and expense assumptions into the Venue Model to reflect the recommended improvements and their demand and operating implications. HVS enters the estimated number of events and average attendance by type of event into the operating Venue Model, which produces estimates of revenue and expense annually over the projection period. The description of financial projections will include a detailed line-by-line account of all revenue sources and expenses. The forecast of financial operations covers the same ten-year period as the demand projections.

**Task 2.3:  
Ownership/Operating  
Models**

HVS will research and provide possible ownership/operational structures that will best fit the needs and goals in Lawrence for the recommended facility.

Ownership and operating structures must consider the approach to financing and the Internal Revenue Service requirements for the management and ownership. A municipal corporation or authority, non-profit or private entities will all be considered in the context of the operating and financing plan.

**Task 2.4:  
Financing Trends**

HVS will identify alternative methods of financing the construction of the facility. Case studies from financing plans used in other markets (including facilities in Kansas, as well as nationwide) will help to illustrate various options. HVS will identify various innovative approaches to project financing, including various forms of public/private partnerships.

**Draft and Final Reports**

Upon completion of the tasks listed above, HVS and DLR Group will submit a draft report and hold a conference call with client representatives to discuss our findings. We will discuss our findings with you and incorporate any agreed-upon changes to the report.

Subsequently, HVS and DLR Group will finalize the study and provide our findings, projections, estimates, and recommendations in a full written report. We will also present our findings in person to City/KU staff. All reports will be provided electronically.

**ADDITIONAL OPTIONAL SERVICES**

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If the project moves forward, the City may require additional services, depending on the nature of the development under consideration. Our team can be available to provide additional services as needed. Some of these services may include:

## Economic and Fiscal Impacts

HVS can provide an economic impact analysis of the recommended convention/conference facility.

The key to an accurate impact analysis is to estimate the net new activity in Lawrence caused by addition of new convention/conference center. When a facility generates room night demand, it may capture some of the existing room night demand or possibly displace demand that would otherwise be in Lawrence.

HVS uses the HVS CSE Impact Model<sup>®</sup> (the “Impact Model”). The Impact Model allows the user to input spending estimates that reflect the levels of spending that are unique to the local community. This methodology has the potential to produce a much more precise estimate than typical impact estimates that tend to rely exclusively on national spending data.

*Spending Estimates:* Once the net new demand impact is known, HVS will use these estimates to calculate the associated spending. HVS will measure four types of net new spending impacts:

1. Overnight visitor spending
2. Day visitor spending
3. Exhibitor/team spending
4. Event organizer spending

HVS will estimate three types of spending impacts in the analysis:

**Direct impacts** include the visitor expenditures, payroll, and employment resulting from the events and operations occurring at the additional convention and meeting space.

**Indirect impacts** are the supply of goods and services resulting from the initial direct facility-related spending.

**Induced impacts** represent the change in local consumption due to the personal spending by employees whose incomes are affected by direct and indirect spending.

Fiscal impacts represent the incremental tax revenue collected by the municipality associated with the net new spending related to the activity at the facility. For example, our analysis estimates the hotel tax revenue from an overnight stay by an event attendee and considers this a fiscal impact. HVS will estimate the impact on a variety of state and local taxes, including sales, income, hotel, food & beverage, car rental, property, and others as applicable.

**Project Specific  
Financing Plan**

HVS will explore various innovative approaches to project financing, including various forms of public/private partnerships, tax credits or incentives, 63-20 tax exempt bond, tax increment financing, naming rights, foundation support, and other capital resources. This analysis and discussion with client representatives will lead to a recommended financing plan that achieves the best practical match of project benefits and costs.

The market and financial analysis previously discussed in the proposal would provide the necessary information on the availability of operating revenue to support the project. In consultation with City financial advisors, HVS will identify funding alternatives and estimate the future capacity of those resources to support the construction and operations of the project.

HVS will identify and evaluate annual revenue sources that may be available to pay for the initial capital cost of the recommended facilities, as well as continued operations. These revenue sources may include ongoing revenue or one-time sources such as:

- Tourism Taxes (e.g. lodging, food & beverage, auto rental, etc.)
- Tax Incentives (TIF, turn backs of project related taxes)
- Facility Use Fees (e.g. ticket surcharge)
- Naming Rights and Sponsorships
- Credit Enhancements or Loan Guarantees
- State and Federal Grants Funding
- Tenant or Operator Contributions
- Funds Available for Related Infrastructure Improvements

HVS will evaluate the advantages, disadvantages and revenue potential for each identified source.

HVS consultant and a member of this project team - Brian Harris - is a former investment banker, with extensive experience in the issuance of municipal debt for many types of public projects including public assembly facilities. Brian will be responsible for modeling the debt structure and preparing a statement of sources and uses of funds and a return on investment analysis. Our financing assumptions will reflect current municipal market conditions and rely on innovative approaches to municipal finance of public assembly facilities. We will work closely with City staff to develop an approach that protects the City's credit rating.



**Negotiation/  
Development Assistance**

We understand that the City has already received developer proposals and may need assistance in evaluation and negotiation of these proposals.

HVS has provided similar development assistance and negotiation services in Overland Park, Kansas; Madison, Wisconsin; Palm Beach, Florida; Omaha, Nebraska; Baltimore, Maryland; Chicago, Illinois; Huntsville, Alabama; Normal, Illinois; and many other markets. During each engagement, we worked closely with client representatives to develop criteria for evaluation to ensure the best possible outcome for our clients. We propose to do the same in Lawrence.

**SCHEDULE AND DELIVERABLES**

HVS proposes a fourteen week schedule for the two phase study outlined above. Our team is available to begin the project in April 2014.

Our proposed schedule is outlined in the table below.

**HVS PROPOSED SCHEDULE**

Task Description	W-1	W-2	W-3	W-4	W-5	W-6	W-7	W-8	W-9	W-10	W-11	W-12	W-13	W-14
<b>Phase 1: Market and Demand Analysis</b>														
Task 1.1: Project Orientation and Fieldwork (Focus Group)	M													
Task 1.2: Economic and Demographic Analysis														
Task 1.3: Industry Trends														
Task 1.4: Interviews and Surveys														
Task 1.5: Competitive and Comparable Facilities														
Task 1.6: Hotel Market Assessment														
Task 1.7: Building Program Recommendations														
Task 1.8: Demand Forecasts														
Task 1.9: Site Analysis														
<i>Interim Findings and Workshop</i>								M						
<b>Phase 2: Physical Planning &amp; Financial Feasibility</b>														
Task 2.1: Concept Plan and Preliminary Cost Estimates														
Task 2.2: Financial Projections														
Task 2.3: Ownership/Operating Models														
Task 2.4: Financing Trends in Public/Private Developments														
<i>Reporting and Presentation</i>														M
<i>Project Status Conference Calls</i>														

M = Meeting in Lawrence

## 5. Cost Components

Our team proposes to perform both Phase 1 and 2 scope of services for a fee of \$73,000.

In addition to fees, you agree to reimburse us for reasonable out-of-pocket travel and related expenses (such as out-research services including Smith Travel Research and ESRI data) incurred on your behalf. Expenses will be billed at cost. Expenses will include all the travel related expenses for the project (three trips to Lawrence), the cost of all data, and the production of presentation materials and reports. We ask that all trips to Lawrence be planned at least two weeks in advance to allow us to book the reasonable airfares.

We are open to a variety of billing scenarios, as required by the City of Lawrence. We frequently request an initial/retainer payment and then bill monthly on a percent completion basis and all fees would be due upon delivery of our final report.



## 6. Additional Information

Included in this section are team qualifications materials, including resumes and project lists.



CONVENTION, SPORTS  
& ENTERTAINMENT  
FACILITIES CONSULTING

Since 1980, HVS Global Hospitality Consulting has provided consulting and valuation services throughout the world for nearly every major industry participant. Our professional staff of more than 400 industry specialists offers a wide range of services, including market feasibility studies, valuations, strategic analyses, impact studies, advisory and development planning, and litigation support. With over 30 offices in 10 countries, we offer one of the most comprehensive knowledge bases in the industry. Last year alone, HVS completed more than 2,000 appraisals, feasibility studies, and consulting engagements. HVS is respected worldwide by developers, underwriters, operators, and investors. We operate independently as consultants and have no ownership in any venues.

### Divisions of HVS



**HVS Convention, Sports, & Entertainment Facilities Consulting**, a division of HVS Global Hospitality Services, based in Chicago, Illinois, provides independent and objective economic and financial consultant and advisory services to public clients and private developers of convention, sports, and entertainment facilities. Our staff is dedicated to helping implement your projects by providing rigorous analysis during the planning process and expert advice on development decisions.

The specialized staff of HVS Convention, Sports, & Entertainment Facilities Consulting has performed over 350 assignments analyzing the feasibility of convention centers, stadiums, arenas, civic centers, tourism attractions, performing arts venues, water parks, and other economic development initiatives. We serve our clients from the early planning stages through financing and implementation of our projects. Our studies often appear in municipal bond offering statements. Rating agencies, bond insurers, and investors rely on our studies for independent and objective assessment of the costs, benefits and risks of real estate development. We specialize in planning and negotiating public/private partnerships and are one of the few firms that understand both the public and private sides of development issues.



CONVENTION, SPORTS  
& ENTERTAINMENT  
FACILITIES CONSULTING

## Our Clients

- Public Facility Authorities
- Planning Departments
- Convention and Tourism Agencies
- Universities
- Private Developers
- Economic Development Agencies
- Municipal Finance Departments
- Lenders, Investment Banks

## Types of Services

### Independent Feasibility Studies

- Independent and expert opinions on project feasibility
- Studies used to support project financing
- Reports are available to use in municipal bond offering statements, public offering documents and private placement memorandums
- Financial modeling
- Extensive experience in presenting studies to policy makers and to the investment community

### Market Research

- Analysis of relationship between economics and demographics of a community and its proposed development initiative
- Extensive databases on comparable facilities
- Variety of survey and interview techniques targeted to potential users

### Development Assistance

- Business and financial plan creation
- Market-based building program plans and development
- Development of team solicitation and selection
- Development and operating agreement negotiation
- Market strategies development
- Familiarity with all phases of the development process, including the early phases of project conceptualization, physical planning, deal structuring, project delivery and operations

### Economic and Fiscal Impact Analysis

- Proven methodologies for estimating economic and fiscal impacts for public development initiatives
- Sophisticated economic “input/output models” for estimation of the potential for induced and indirect project impacts
- Fiscal impact analysis to measure the benefit of new tax revenue generated by the project

### Tax Projections

- Accurate forecasting of public economic development projects revenues for creating and implementing a financial plan
- Forecasts of sales, income, property, hotel occupancy, auto rental, and food and beverage taxes, as well as numerous other taxes that support publicly financed projects
- HVS understands the market fundamentals and economics that drive the underlying tax base

### Financial & Transaction Assistance

- Financial debt capacity analysis
- Structure and develop financing plan
- Prepare, structure, and negotiate transaction documents

## HVS Project Experience

### Market and Feasibility Studies

#### **Akron, Ohio**

*John S. Knight Convention Center  
Expansion*

#### **Albany, New York**

*Convention Center and Hotel*

#### **Albertisa, Hungary**

*Sports Complex*

#### **Albuquerque, New Mexico**

*Convention Center  
Headquarters Hotel Study*

#### **Alexandria, Minnesota**

*Events Center*

#### **Alpena, Michigan**

*Civic Center*

#### **Alsip, Illinois**

*Conventions Center*

#### **Amarillo, Texas**

*Civic Center Analysis*

#### **Apopka, Florida**

*Civic Center*

#### **Arlington, Texas**

*Convention Center Expansion*

#### **Ashland, Kentucky**

*Motor Speedway*

#### **Athens, Greece**

*Mixed-use Development  
(Convention Center, hotel, casino,  
retail, museum, amusement park)*

#### **Austin, Texas**

*Austin Convention Center and  
Hotel*

*Austin Long Center for the  
Performing Arts*

#### **Baltimore, Maryland**

*Convention Center Hotel  
Feasibility Study*

#### **Bangkok, Thailand**

*Amari Hotels Convention Center*

#### **Bangor, Maine**

*Proposed Conference Center*

#### **Berlin, Germany**

*Hotel, Convention and  
Entertainment Facility*

#### **Bethlehem, Pennsylvania**

*Convention Center*

#### **Bexar County, Texas**

*Multi-Purpose Event Center &  
Fairgrounds*

#### **Big Spring, Texas**

*Hotel Conference Center  
Feasibility Analysis*

#### **Bloomington, Illinois**

*Arena*

#### **Bloomington, Indiana**

*Convention Center Expansion and  
Hotel Feasibility*

#### **Birmingham, Alabama**

*Hotel Feasibility*

#### **Boone County, Indiana**

*Multi-purpose Event Center*

#### **Boston, Massachusetts**

*Convention & Exhibition Center  
Boston Duck Tours*

#### **Aurora, Colorado**

*Convention Center &  
Headquarters Hotel*

#### **Branson, Missouri**

*Convention Center &  
Headquarters Hotel*

#### **Brookings, South Dakota**

*Swiftel Center Expansion*

#### **Buffalo, New York**

*Buffalo Convention Center*

#### **Butler, Pennsylvania**

*Exhibit Hall Analysis*

#### **Canonsburg, Pennsylvania**

*Convention Center Feasibility  
Analysis*

#### **Cedar Rapids, Iowa**

*Convention Center Feasibility  
Analysis*

#### **Chandler, Arizona**

*Rawhide Theme park  
Operations Review & Valuation*

#### **Charleston, South Carolina**

*Citadel Stadium*

#### **Charlotte, North Carolina**

*Convention Center Master Plan*

#### **Chennai, India**

*Trade & Exposition Center*

#### **Chesterfield, Michigan**

*Exposition Center*

#### **Chicago, Illinois**

*Kino Factory Theater  
Hotel Feasibility – Private  
Developer*

*Hyatt McCormick Place Expansion  
Hotel at University of Chicago*

#### **Cleveland, Ohio**

*Mixed-use Lakefront Report  
Development*

#### **Clovis, California**

*Convention Center & Hotel*

#### **Colorado Springs, Colorado**

*Hotel and Conference Center  
Feasibility Analysis*

#### **Columbus, Ohio**

*Greater Columbus Convention  
Center*

#### **Copenhagen, Denmark**

*Congress Facilities*

#### **Coralville, Iowa**

*Convention Center & Hotel*

#### **Corpus Christi, Texas**

*Bayfront Convention Center  
Expansion*

*Hotel, Restaurant & Retail  
Masterplan*

**Council Bluffs, Iowa**

*Mid-America Center Market Study*

**Dallas, Texas**

*Convention Center Complex*

**Davenport, Iowa**

*Convention Center*

**Denver, Colorado**

*Convention Center Expansion*

**Detroit, Michigan**

*Regional Convention Center*

*Ford Field Entertainment-Retail  
Center*

**Drumheller, Alberta, Canada**

*Banquet Facility*

**Durango, Colorado**

*Conference Center Feasibility  
Study*

**Durham, North Carolina**

*Convention Center*

**Edmonton, Alberta**

*Resort Hotel & Entertainment  
Complex*

**Edmonton, Alberta**

*Conference Center*

**Erie, Pennsylvania**

*Headquarters Hotel*

**Evanston, Illinois**

*Multi-purpose Community/Sports  
Center*

**Fargo, North Dakota**

*Fargodome Expansion*

**Flagstaff, Arizona**

*Hotel Conference Center*

**Fort Lauderdale, Florida**

*Convention Center Expansion and  
Hotel Feasibility*

**Fort Worth, Texas**

*Hotel*

**Foxwoods, Connecticut**

*Casino & Resort – Convention  
Facilities*

**Galveston, Texas**

*Convention Center*

**Gary, Indiana**

*Civic Center Maximization*

*Casino Amphitheater*

**Glens Falls, New York**

*Arena, Hotel and Parking*

**Grand Forks, North Dakota**

*Alerus Center Convention Center  
Hotel*

**Grand Haven, Michigan**

*Conference Center and Hotel*

**Green Bay, Wisconsin**

*Titletown Entertainment Retail  
Attraction (Lambeau Field)*

**Greenville, South Carolina**

*BI-LO Arena*

**Hagerstown, Maryland**

*Multi-Purpose Events Center  
Complex*

**Hammond, Indiana**

*Cine Art Movie Theater*

**Hartford, Connecticut**

*Convention Center Demand  
Analysis*

**Harvard, Illinois**

*Waterpark Resort & Expo Center*

**Holland, Michigan**

*Holland Area Center*

**Hopkins, Minnesota**

*Hopkins High School Performing  
Arts & Activities*

**Houston, Texas**

*Redevelopment of Reliant  
Astrodome*

**Indianapolis, Indiana**

*Hotel and Conference Center*

**Indianapolis, Indiana**

*Outdoor Amphitheater*

**Jackson, Mississippi**

*Youth/Amateur Sports Complex*

**Jacksonville, Florida**

*Soccer Stadium*

**Jamaica (Queens), New York**

*Hotel & Conference Center*

**Jerusalem, Israel**

*International Convention Center*

**Kingsport, Tennessee**

*Hotel Conference Center  
Expansion*

**Knoxville, Tennessee**

*Hotel Feasibility*

**Lake Junaluska, North Carolina**

*Conference and Retreat Center*

**Las Cruces, New Mexico**

*Hotel Conference Center*

**Las Vegas, Nevada**

*Convention Center Expansion  
Financing*

**Lawton, Oklahoma**

*Convention Center/Arena/Hotel  
Feasibility*

**Lee's Summit, Missouri**

*Outdoor Sports Complex*

**Little Rock, Arkansas**

*Convention Center Expansion*

**Loudoun County, Virginia**

*Convention Center & Arena*

**Madison, South Dakota**

*Multi-purpose Event Center*

**Mammoth Lakes, California**

*Conference Center  
Cultural Events Center*

**Manchester, New Hampshire**

*Verizon Wireless Arena  
Convention Center Feasibility  
Performing Arts Center Feasibility*

**Manila, Philippines**

*Ayala Development Makati  
Business District  
Convention Center*

**Melbourne, Australia**

*Convention Center and Hotel*

**Memphis, Tennessee**

*Convention Center Market  
Analysis*

**Mesa, Arizona**

*Domed Stadium*

**Mexico City, Mexico**

*Conference Center*

**Merrillville, Indiana**

*Convention Center*

**Monterey, California**

*Conference Center Expansion  
Feasibility*

**Mumbai, India**

*Bandra Kurla Convention Center*

**Milwaukee, Wisconsin**

*Auditorium Renovation  
Midwest Express Center Phase II, III  
& IV Expansion  
City-wide Hotel Analysis*

**Montego Bay, Jamaica**

*Convention Center Feasibility*

**Muskegon, Michigan**

*Convention Center Feasibility*

**Naperville, Illinois**

*Hotel and Convention Center*

**Nashville, Tennessee**

*Convention Center &  
Headquarters Hotel*

**New Morgan, Pennsylvania**

*Formula Motor Sports Park*

**New Orleans, Louisiana**

*Convention Center District  
Assessment*

*Grammy Exposition Hall & Hall of  
Fame*

**New York, New York**

*Pier 94 – the “UnConvention  
Center”  
Madison Square Garden-  
Assessment of Stadium’s  
use of Convention Center*

**Norfolk, Virginia**

*Convention Center & Hotel*

**Norman, Oklahoma**

*Hotel & Conference Center*

**Omaha, Nebraska**

*Convention Center, Arena &  
Headquarters Hotel*

**Ottawa, Ontario**

*Rideau Carleton Trade Show and  
Exhibition Centre*

**Overland Park, Kansas**

*Arena Feasibility Study  
Arena Impact Study  
Convention Center and Hotel  
Feasibility Study  
Soccer Stadium*

**Palmdale, California**

*Conference Center*

**Park City, Utah**

*Conference Center Study*

**Philadelphia, Pennsylvania**

*Convention Center Labor Study*

**Phoenix, Arizona**

*Convention Center Demand Study*

**Pigeon Forge, Tennessee**

*Convention Center/Hotel Analysis*

**Plano, Texas**

*Convention Center/Arena/Hotel  
Feasibility*

**Portland, Oregon**

*MLS Stadium Analysis  
Veteran’s Memorial Coliseum  
Analysis*

**Quad Cities, Illinois**

*Quad Cities International  
Raceway Park*

**Queens, New York**

*Convention Center & Hotel*

**Racine, Wisconsin**

*Convention Center*

**Raleigh, North Carolina**

*Convention Center and  
Headquarters Hotel  
Stadium Feasibility*

**Rancho Mirage, California**

*Agua Caliente Casino and Resort*

**Richmond, Virginia**

*Greater Richmond Convention  
Center*

**Riviera Beach, Florida**

*Community Civic Center*

**Saint Louis, Missouri**

*Headquarters Hotel Market Study  
Industry Market Study  
Due Diligence for Hotel Investor*

**Salt Lake City, Utah**

*Performing Arts Center &  
Cultural District Planning*

**Salem, Oregon**

*Oregon State Fair*

**Salem, Virginia**

*Convention Center*

**San Antonio, Texas**

*Alamodome Analysis  
Convention Center  
Freeman Coliseum  
Multi-purpose Event Center  
Soccer Stadium Analysis*

**San Bernadino, California**

*Arena*

**Santa Fe, New Mexico**

*Cerrillos Road Convention Center  
Survey  
Downtown Convention Center  
Feasibility Study*

**St. Louis, Missouri**

*Soccer and Sports Complex  
Feasibility*

**San Juan, Puerto Rico**

*America’s World Trade  
Convention Center District*

**Saratoga Springs, New York**

*Concert Venue Analysis  
Multi-Purpose Entertainment  
Venue*

**Schaumburg, IL**

*Convention Center & Hotel  
Feasibility Study  
Convention Center and  
Headquarters Hotel Asset  
Management*

**Skagit County, Washington**

*Northern State Recreation Center*

**South Lake Tahoe, California**

*Hotel Conference Center & Event  
Center*

**Suffolk, Virginia**

*Hotel Conference Center*

**Sydney, Australia**

*Convention Center*

**Syracuse, New York**

*DestiNY –Tourism, Retail &  
Entertainment Center*

**Tallahassee, Florida**

*Convention Center &  
Headquarters Hotel*

**Thackerville, Oklahoma**

*Conference Center Study*

**The Colony, Texas**

*Conference Center Study*

**Tinley Park, Illinois**

*Convention Center Expansion*

**Tipperary, Ireland**

*Mixed-use Development  
(Convention Center, hotel, casino,  
retail, equestrian center)*

**Torrance, California**

*Hotel Conference Center*

**Tucson, Arizona**

*Convention Center/Hotel/Arena*

**Vail, Colorado**

*Conference Center*

**Valley View, Pennsylvania**

*Rausch Motor Sports / Motor  
Sports Park*

**Vancouver, British Columbia**

*Convention Center*

**Visalia, California**

*Convention Center Expansion*

**Wausau, Wisconsin**

*Convention Center & Hotel*

**Washington, DC**

*Wardman Park Hotel*

**West Allis, Wisconsin**

*State Fair Park Hotel  
Hotel Feasibility Study and  
Request for Proposals*

**Wichita, Kansas**

*Century II*

*Modernization/Expansion Phase I*

*Century II*

*Modernization/Expansion Phase II*

**Winston-Salem, North Carolina**

*Convention Center*

**Xenia, Ohio**

*Entertainment Center Analysis*

**Youngstown, Ohio**

*Hotel Conference Center*

**Zanesville, Ohio**

*Convention Center*

## Hotel Studies

### **Albany, New York**

*Hotel & Convention Center*

### **Albany, New York**

*Hotel at Rensselaer Rail Station*

### **Albuquerque, New Mexico**

*Headquarters Hotel Study*

### **Austin, Texas**

*Headquarters Hotel*

*Condo-Hotel Development*

### **Baltimore, Maryland**

*Convention Center Hotel*

*Feasibility Study &*

*Hotel Development*

*Hotel/Parking Structure Appraisal*

### **Bangkok, Thailand**

*Amari Hotels Convention Center*

### **Bangor, Maine**

*Proposed Hotel and Conference*

*Center Development*

### **Beach Park, Illinois**

*Hotel Feasibility*

### **Bethlehem, Pennsylvania**

*Hotel Feasibility*

### **Big Spring, Texas**

*Hotel Conference Center*

*Feasibility*

### **Birmingham, Alabama**

*Hotel Feasibility*

### **Boston, Massachusetts**

*Headquarters Hotel Feasibility*

### **Branson, Missouri**

*Convention Center &*

*Headquarters Hotel*

### **Cedar Rapids, Iowa**

*Hotel Feasibility*

### **Charlotte, North Carolina**

*Headquarters Hotel Development*

*Convention Center Financing*

*Room Tax Analysis*

### **Chesterfield, Michigan**

*Hotel Feasibility*

### **Chicago, Illinois**

*Hotel Feasibility for Private*

*Developer*

*University of Chicago Hotel*

*Hotel Feasibility – near downtown*

### **Clovis, California**

*Convention Center & Hotel*

### **Colorado Springs, Colorado**

*Hotel and Conference Center*

*Feasibility Analysis*

### **Costa Rica**

*Hotel/Condo Resort Development*

### **Columbus, Ohio**

*Fort Rapids Waterpark Hotel*

### **Coralville, Iowa**

*Convention Center & Hotel*

### **Corpus Christi, Texas**

*Bayfront Convention Center*

*Expansion*

*Hotel, Restaurant & Retail*

*Masterplan*

### **Davenport, Iowa**

*Management RFP*

*Blackhawk Hotel Redevelopment*

### **Dayton, Ohio**

*Hotel*

### **Decatur, Illinois**

*Hotel and Conference Center*

### **Des Moines, Iowa**

*Hotel*

### **Erie, Pennsylvania**

*Hotel*

### **Fishers, Indiana**

*Hotel*

### **Flagstaff, Arizona**

*Hotel Conference Center*

### **Fort Lauderdale, Florida**

*Convention Center Hotel*

### **Fort Worth, Texas**

*Headquarters Hotel*

### **Franklin, Tennessee**

*Hotel Feasibility*

### **Frederick, Maryland**

*Hotel Conference Center*

*Feasibility*

### **Grand Forks, North Dakota**

*Alerus Center Convention Center*

*Hotel*

### **Grand Haven, Michigan**

*Hotel and Conference Center*

*Feasibility*

### **Greenville, South Carolina**

*Greenville Auditorium District*

*Hotel Tax Revenue Bonds*

### **Harvey, Illinois**

*Hotel Feasibility*

### **Henderson, Nevada**

*Headquarters Hotel Feasibility*

### **Honolulu, Hawai'i**

*Headquarters Hotel Feasibility*

### **Highland Park, Illinois**

*Hotel Feasibility*

### **Houston, Texas**

*Hotel Feasibility*

*Headquarters Hotel Feasibility*

### **Huntsville, Alabama**

*Headquarters Hotel Development*

### **Indianapolis, Indiana**

*Hotel Conference Center*

*Feasibility*

### **Jamaica (Queens), New York**

*Hotel & Conference Center*

### **Knoxville, Tennessee**

*Hotel*

### **Lawton, Oklahoma**

*Hotel Feasibility*

### **Lawrenceburg, Indiana**

*Hotel*

### **Manchester, New Hampshire**

*Hotel Feasibility*

### **Milwaukee, Wisconsin**

*City-wide Hotel Market Analysis*

*Hotel Appraisal*

**Minneapolis, Minnesota**

*Suburban Hotel Waterpark  
Feasibility*

**Moline, Illinois**

*Hotel Feasibility*

**Mount Pleasant, South Carolina**

*Hotel Feasibility*

**Naperville, Illinois**

*Hotel and Convention Center*

**Nashville, Tennessee**

*Headquarters Hotel Feasibility*

**New Orleans, Louisiana**

*Headquarters Hotel*

**New York City, New York**

*Hotel*

**Norfolk, Virginia**

*Convention Center & Hotel*

**Normal, Illinois**

*Hotel, Conference Center & Multi-  
Use Facility  
Development*

**Norman, Oklahoma**

*Hotel & Conference Center*

**North Augusta, South Carolina**

*Hotel Feasibility*

**Oakbrook, Illinois**

*Hotel Feasibility*

**Omaha, Nebraska**

*Convention Center & Hotel  
Convention Center, Arena &  
Headquarters Hotel*

**Palm Beach Gardens, Florida**

*Hotel Feasibility*

**Park City, Utah**

*Hotel Market Analysis*

**Phoenix, Arizona**

*Hotel Feasibility*

**Pigeon Forge, Tennessee**

*Hotel Feasibility*

**Plano, Texas**

*Hotel Feasibility*

**Plymouth, Michigan**

*Inn at St. John's Expansion*

**Portland, Oregon**

*Headquarters Hotel*

**Queens, New York**

*Convention Center & Hotel*

**Raleigh, North Carolina**

*Headquarters Hotel & Convention  
Center*

*Centennial Authority of North  
Carolina – Hotel Tax*

*Revenue Bonds*

**Richmond, Virginia**

*Greater Richmond Convention  
Center Authority*

*Hotel Tax Revenue Bonds*

**Saint Louis, Missouri**

*Headquarters Hotel Market Study  
Hotel Industry Analysis*

**Saint Louis, Minnesota**

*Hotel*

**San Juan, Puerto Rico**

*Room Tax Analysis*

**Santa Fe, New Mexico**

*Civic Center Hotel Room Tax  
Analysis*

**Schaumburg, IL**

*Convention Center & Hotel  
Feasibility Study*

*Convention Center and  
Headquarters Hotel Asset  
Management*

**Shasta Lake, California**

*Hotel Conference Center*

**South Lake Tahoe, California**

*Hotel Conference Center & Event  
Center*

**Suffolk, Virginia**

*Hotel Conference Center*

**Tinley Park, Illinois**

*Hotel Feasibility*

**Tucson, Arizona**

*Headquarters Hotel Feasibility*

**Virginia Beach, Virginia**

*Headquarters Hotel Feasibility  
and Development Assistance*

**Wailuku, Hawaii**

*Hotel Feasibility*

**Washington, DC**

*Wardman Park Hotel*

**Wausau, Wisconsin**

*Convention Center & Hotel  
Hotel-Motel Room Tax Analysis*

**West Allis, Wisconsin**

*State Fair Park Hotel  
Hotel Feasibility Study and  
Request for Proposals*

**Youngstown, Ohio**

*Hotel Conference Center*

## **Economic Impact Analysis**

### **Alexandria, Minnesota**

*Events Center*

### **Arlington, Texas**

*Arlington Convention Center*

### **Albany, New York**

*Convention Center and  
Headquarters Hotel*

### **Austin, Texas**

*Austin Convention Center*

### **Bimini Bahamas**

*Casino Development*

### **Boston, Massachusetts**

*Boston Convention  
Center/Headquarters Hotel*

### **Buffalo, New York**

*Buffalo Convention Center*

### **Chesterfield Township, Michigan**

*Proposed Convention Center*

### **Chicago, Illinois**

*Navy Pier*

### **Colorado Springs, Colorado**

*Proposed Convention Center*

### **Columbus, Ohio**

*Greater Columbus Convention  
Center*

### **Copenhagen, Denmark**

*Proposed Congress Centre*

### **Council Bluffs, Iowa**

*Mid-America Center*

### **Dallas, Texas**

*Hotel Impact on Convention  
Center*

### **Denver, Colorado**

*Convention Center Headquarters  
Hotel*

### **Fargo, North Dakota**

*Fargodome Expansion*

### **Fort Lauderdale, Florida**

*Broward County Convention  
Center and Headquarters Hotel*

### **Henderson, Nevada**

*Headquarters Hotel Impact*

### **Houston, Texas**

*Redevelopment of Reliant  
Astrodome*

### **Huntsville, Alabama**

*Headquarters Hotel Development*

### **Jerusalem, Israel**

*International Convention Center*

### **Lenox, Massachusetts**

*National Music Foundation*

### **Lombard, Illinois**

*Proposed Hotel Conference Center*

### **Louisville, Kentucky**

*Henry Clay Hotel Restoration*

### **Madison, South Dakota**

*Multi-purpose Event Center*

### **Mammoth Lakes, California**

*Proposed Conference Center*

### **Milwaukee, Wisconsin**

*Convention Center & CVB*

### **Monterey, California**

*Conference Center*

### **Naperville, Illinois**

*Proposed Conference Center*

### **New Orleans, Louisiana**

*Hotel Industry Impact Study*

### **New York, New York**

*World Trade Center*

### **Madison Square Garden**

*Economic Impact Analysis of  
Hudson Gardens*

### **Nashville, Tennessee**

*Headquarters Hotel*

### **Norfolk, Virginia**

*Convention Center*

### **Normal, Illinois**

*Conference Center*

### **Norman, Oklahoma**

*Conference Center*

### **Overland Park, Kansas**

*Convention Center*

### **Palmdale, California**

*Conference Center*

### **Park City, Utah**

*Conference Center*

### **Phoenix, Arizona**

*Phoenix Convention Center*

### **Plano, Texas**

*Convention Center/Arena/Hotel*

### **Providence, Rhode Island**

*Convention Center*

### **Raleigh, North Carolina**

*Proposed Convention Center*

### **Richmond, Virginia**

*Greater Richmond Convention  
Center*

### **Salem, Virginia**

*Convention Center*

### **Salt Lake City, Utah**

*Performing Arts Center*

### **Santa Fe, New Mexico**

*Downtown Convention Center*

### **St. Charles, Illinois**

*Downtown Theater*

### **Suffolk, Virginia**

*Hotel Conference Center*

### **Santa Fe, New Mexico**

*Downtown Convention Center*

### **Tallahassee, Florida**

*Conference Center*

### **Vail, Colorado**

*Conference Center*

### **Virginia Beach, Virginia**

*Headquarters Hotel*

### **Visalia, California**

*Convention Center*

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

*Convention Center*

## Tax Forecasts

### **Austin, Texas**

*Convention Center/Waller Creek  
Venue*

*Project Bonds*

### **Charlotte, North Carolina**

*Convention Center Financing  
Room Tax Analysis*

### **Chicago, Illinois**

*City of Chicago, Revenue*

*Estimates Books*

*(1989 through 1993)*

*O'Hare International Terminal*

*Special Revenue*

*Bond Financing*

*Motor Fuel Tax Bond Issue*

### **Dallas, Texas**

*City of Dallas Hotel/Motel*

*Occupancy Tax and Alcohol*

*and Beverage Tax*

### **Green Bay, Wisconsin**

*Lambeau Field Sales Tax Analysis*

*Arena & Convention Center, Room*

*Tax Analysis*

### **Greenville, South Carolina**

*Greenville Auditorium District*

*Hotel Tax*

*Revenue Bonds*

### **Henderson, Nevada**

*Transit Lodging Tax*

### **Mecklenburg County, North**

**Carolina**

*Room Occupancy & Prepared*

*Food & Beverage Tax Analysis*

### **Milwaukee, Wisconsin**

*Southeast Wisconsin Professional  
Baseball*

*Park – District Sales Tax*

*Revenue Bonds*

*1996, 1997, 1999*

*Wisconsin Center District – Senior  
and Junior Dedicated (2012)*

*Tax Revenue Refunding Bond*

*Wisconsin Center District Junior  
Dedicated*

*Tax Revenue Refunding Bond*

### **Nashville, Tennessee**

*Convention Center Financing- Tax  
Revenue Projections:*

*Hotel/Motel Tax*

*Airport Tax*

*Vehicle Rental Tax*

*TDZ Tax*

### **New York, New York**

*Jacob Javits Convention Center*

*Expansion Financing*

*Tax Revenue Bonds*

### **North Charleston, South Carolina**

*Charleston County Municipal*

*Accommodations Fee Analysis*

### **Orlando, Florida**

*Orange County Convention Center*

*Tax Revenue*

*Analysis*

### **Overland Park, Kansas**

*General Obligation Bonds –*

*Transient Guest Tax Study*

*Overland Park Development Corp.*

*– Senior Revenue Bonds*

### **Raleigh, North Carolina**

*Centennial Authority of North  
Carolina – Hotel*

*Tax Revenue Bonds*

### **Richmond, Virginia**

*Greater Richmond Convention*

*Center Authority Hotel*

*Tax Revenue Bonds*

### **San Juan, Puerto Rico**

*Room Tax Analysis*

### **Santa Fe, New Mexico**

*Civic Center Hotel Room Tax*

*Analysis*

### **Washington DC**

*Lodging Tax Revenue Projections*

### **Wausau, Wisconsin**

*Hotel-Motel Room Tax Analysis*

## Development Assistance

### **Akron, Ohio**

*Football Stadium & Mixed-Use  
Development*

### **Augusta, Georgia**

*Convention Center and Hotel  
Development*

### **Albany, New York**

*Headquarters Hotel Task Force*

### **Albuquerque, New Mexico**

*Headquarters Hotel Task Force*

### **Arlington, Texas**

*Headquarters Hotel and  
Convention Center Expansion*

### **Baltimore, Maryland**

*Headquarters Hotel Development*

### **Bangor, Maine**

*Proposed Hotel and Conference  
Center Development*

### **Cairo, Egypt**

*Convention Center Management  
Study*

### **Charleston, South Carolina**

*College of Charleston Arena*

### **Charlotte, North Carolina**

*Headquarters Hotel Development*

### **Chicago, Illinois**

*O'Hare International  
Management*

*Headquarter Hotel Operator  
Selection*

### **Columbus, Ohio**

*COSI Science & Industry Museum  
Feasibility Study – Peer Review*

### **Council Bluffs, Iowa**

*Negotiation Assistance –  
Arena/Convention Center  
Operator*

### **Davenport, Iowa**

*Management RFP  
Blackhawk Hotel Redevelopment*

### **Frenchtown, St. Thomas**

### **US Virgin Islands**

*Resort Hotel Development*

### **Greenville, South Carolina**

*BI-LO Center  
Proposed Ballpark & Mixed-use  
Development*

### **Huntsville, Alabama**

*Headquarters Hotel Development*

### **Jacksonville, Florida**

*Jacksonville Arena  
Jacksonville Baseball Park*

### **Macon, Georgia**

*Arena & Ballpark Mixed-use  
Development*

### **Madison, Wisconsin**

*Headquarter Hotel/Mixed Use  
District*

### **Manchester, New Hampshire**

*Verizon Wireless Arena*

### **Milwaukee, Wisconsin**

*Wisconsin Center District –  
Financial Advisory Services  
Wisconsin Center District –  
Construction  
Manager Selection Soccer  
Stadium/ Mixed-use*

### **Naperville, Illinois**

*Hotel and Conference Center  
Development*

### **Normal, Illinois**

*Hotel, Conference Center &  
Mixed-Use Development*

### **Norman, Oklahoma**

*Development Contract  
Negotiation Assistance  
Development*

### **Omaha, Nebraska**

*Headquarters Hotel & Convention  
Center Development*

### **Overland Park, Kansas**

*Headquarters Hotel & Convention  
Center Development*

### **Owensboro, Kentucky**

*Mixed-use Development*

### **Perth Amboy, New Jersey**

*Ballpark Development*

### **Prospect Heights, Illinois**

*Arena Development*

### **Queens, New York**

*Madison Square Garden Stadium  
Commentary*

### **Raleigh, North Carolina**

*Headquarters Hotel & Convention  
Center Development*

### **Saint Louis, Missouri**

*Saint Louis University Arena &  
Mixed-use Development*

### **San Antonio, Texas**

*Convention Center*

### **San Antonio, Texas**

*CVB*

### **San Juan, Puerto Rico**

*America's World Trade Center  
District*

### **Savannah, Georgia**

*Arena Development*

### **Schaumburg, Illinois**

*Convention Center and  
Headquarters Hotel*

### **Stamford, Connecticut**

*Arena Development  
Ballpark & Mixed-use  
Development*

### **Stillwater, Oklahoma**

*Oklahoma State Football Stadium  
Renovation*

### **Wauwatosa, Wisconsin**

*Milwaukee Regional Medical  
Center Organizational Analysis*

### **West Allis, Wisconsin**

*Hotel Feasibility Study and  
Request for Proposals*

## **Financial Services and Financial Analytical Services**

### **Augusta, Georgia**

*Purchase of the Augusta Lynx of  
the East Coast Hockey League,  
Investment Banker*

*Chatham County, Georgia*

*Naming Rights Marketing  
Assistance Services*

### **Columbia, South Carolina**

*New Ballpark and Mixed-use  
Development, Financial Advisor  
to Team and Developer*

### **Council Bluffs, Iowa**

*Mid-America Center Operational  
Review*

### **Davenport, Iowa**

*Convention Center Operational  
Review*

### **Denver, Colorado**

*Convention Center Expansion,  
Financial Advisor*

### **Greenville, South Carolina**

*BI-LO Center - Arena Lease,  
Operating Agreements,  
Financing Documents*

### **Jacksonville, Florida**

*Ballpark Lease Negotiations  
between the City of Jacksonville  
and the Jacksonville Suns for a  
Long-term Lease of the new  
Baseball Grounds*

*Comparative Study of 9 NFL Small  
Market Stadium Lease,  
Financing and Operations*

*Program Manager, Overseeing  
development of \$170million  
Sports Complex including new  
Arena and Ballpark*

### **Manchester, New Hampshire**

*Verizon Wireless Arena,  
Investment Banker*

### **Omaha, Nebraska**

*Omaha Royals New Downtown  
Ballpark and Mixed-use  
Development, Financial Advisor*

### **St. Augustine, Florida**

*World Golf Village, Financial  
Advisor*

### **St. Petersburg, Florida**

*St. Petersburg Times Forum (NHL's  
Lightning), Investment Banker  
and Financial Analyst*

### **Tampa Bay, Florida**

*Tropicana Field (MLB's Devil Rays),  
Investment Banker and Financial  
Analyst*

*Raymond James Field, Investment  
Banker and*

*Financial Analyst*

### **Vero Beach, Florida**

*4 Spring Training Facilities including  
renovation of Dodgertown,  
Investment Banker and Financial  
Analyst*

### **Worcester, Massachusetts**

*Valuation and Allocation of the  
Naming Rights for Convention  
Center and Arena*

### **Leagues**

*Af2 League*

*Venue and Team Services  
Consultants to the af2*

*National Basketball Association*

*Venue and Market Consultants to  
the NBA on the creation and  
initial market selection of the  
NBDL*



CONVENTION, SPORTS  
& ENTERTAINMENT  
FACILITIES CONSULTING



## Thomas Hazinski

### MANAGING DIRECTOR

Thomas A. Hazinski has 20 years of experience in the public policy arena, as a public official and as a consultant. He specializes in providing economic and financial research to public agencies and private developers involved in economic development initiatives. For over fifteen years, Hazinski has specialized in the analysis of convention, sports and entertainment markets and the associated real estate developments. In January 2000, he started the Chicago office of HVS as its Managing Director.

Formerly, Mr. Hazinski served as Senior Vice President of C.H. Johnson Consulting, Inc., a firm that specialized in market analyses and feasibility studies for convention, sports, hospitality, and entertainment facilities. Mr. Hazinski has managed up to 25 engagements each year helping many of his clients to successfully plan and finance their projects.

Mr. Hazinski has studied and helped to implement convention center and hotel initiatives in major U.S. markets such as Chicago, Baltimore, Raleigh, Nashville, New Orleans, San Antonio, Boston, New York, Austin, Kansas City, and Portland, OR. His sports facility project experience includes Miller Park in Milwaukee, WI; the BI-LO Arena in Greenville, SC; the Citadel Stadium in Charleston, SC; the Centennial Arena in Raleigh, NC; Lambeau Field in Green Bay, WI; the Manchester Civic Center in Manchester, NH; and various other stadium, arena and motorsports facilities.

Internationally, he has worked on convention center and/or mixed-use resort projects in Berlin, Cairo, Copenhagen, Geneva, Mexico City, Sydney, Melbourne, and other cities in India, Thailand, South Africa, and the Philippines. He has worked on mixed-use resort, casino, entertainment and convention center developments in Ireland, Macau, Singapore, and Madrid.

Before starting his consulting career, Mr. Hazinski served in government positions dealing with various aspects of municipal finance. Formerly Assistant Budget Director for the City of Chicago, he managed the City's revenue analysis unit and was responsible for revenue estimation, legislative review and fiscal impact analyses for numerous city projects. Mr. Hazinski also served as the Assistant Commissioner of the Department of Aviation for the City of Chicago, where he coordinated the completion and opening of the new International Terminal at O'Hare Airport.

Tom holds a Masters Degree in Public Policy from the Harris School of Public Policy at the University of Chicago, where he specialized in municipal finance. He completed four years in the post-graduate degree program, including doctoral course-work, before leaving to pursue active management. He has lectured at DePaul University in the Masters of Public Services Program, teaching a course entitled "Financial and Economic Foundations of Public Service."

#### Consulting Experience

- Managing Director, HVS Convention, Sports & Entertainment Facilities Consulting
- Senior Vice President, C.H. Johnson Consulting, Inc.
- Vice President, Midwest Management Consultants

#### Government Experience

- Assistant Budget Director for Revenue Analysis, City of Chicago
- Assistant Commissioner of Aviation and International Terminal Manager
- Revenue Analysis, Chicago Park District

#### Academic Background

- M.A. Public Policy Studies, University of Chicago
- B.A. University of Wisconsin - Madison
- Lecturer, DePaul University



CONVENTION, SPORTS  
& ENTERTAINMENT  
FACILITIES CONSULTING



## Brian Harris

**DIRECTOR**

### Consulting Experience

- Director, HVS Convention, Sports & Entertainment Facilities Consulting
- Senior Vice President, ScheerGame Sports Development, LLC

### Finance Investment Banking Experience

- Senior Vice President, William R. Hough & Company
- Senior Vice President, Raymond James & Assoc.
- Vice President, Arch Roberts & Company
- Vice President, Florida Municipal Securities, Inc.

### Academic Background

- B.S. Business Administration, Finance, University of Central Florida

Brian Harris brings extensive experience in public facility financing to HVS. He served as Vice President of Analytical Services, ScheerGame Sports Development, LLC and previously in a similar capacity at William R. Hough & Co. Prior to that, Harris was deputy manager of public finance at Raymond James. During his 25-year career as an analyst and as a manager of analytical services, he has worked on over 1,000 municipal financing projects ranging from basic general obligation bond issues to complex derivative transactions.

Harris' major activities in financing began in 1985 with the financing of the Devil Ray's Tropicana Field for the City of St. Petersburg/Pinellas County FL. That financing involved financial participation and risk sharing by the City, County, State, and the franchise holders of the sports team. After the Tropicana Field original financing was completed, Harris later worked on the refunding of that transaction in order to lower overall debt service payments.

Harris continued to be involved in numerous financing for public facilities, including the \$200 million Raymond James Stadium in Tampa Bay and the BI-LO Center in Greenville, S.C., including its 1999 refinancing that lowered its overall debt service. He was lead financial analyst for the Verizon Wireless Arena, a 10,000-seat minor league hockey arena constructed in Manchester, N.H. Mr. Harris worked on the World Golf Village financing outside Jacksonville, FL and numerous minor league ballparks throughout the southeast. He provided both project budget analytical support for the program management team and operating pro-forma analyses for the lease negotiating team on the 170 million dollar ballpark and arena improvements to Jacksonville's Sports Complex.

In Harris' more than 25 years of experience in the sports facility financing section of the municipal bond market, he has experienced many variations of public/private partnerships and techniques to enable the issuance of the maximum amount of tax-exempt bonds while permitting franchise teams to play in the arena. Harris also has focused on the investment of bond proceeds in municipal escrow accounts and on the reinvestment of reserve accounts for the purpose of maximizing earnings.

His experience providing analysis for convention centers and financing strategies includes the Dallas Convention Center Complex, the proposed Albany, NY Convention Center and Hotel, the Tucson Convention Center, and McCormick Place in Chicago. He has also conducted analyses for headquarter hotels in Virginia Beach, VA, Houston, TX, Portland, OR, Tucson, AZ, and Albany, NY.



CONVENTION, SPORTS  
& ENTERTAINMENT  
FACILITIES CONSULTING



## Catherine Sarrett

### PROJECT MANAGER

#### Consulting Experience

- Project Manager, HVS Convention, Sports & Entertainment Facilities Consulting
- Project Manager, C.H. Johnson Consulting, Chicago
- Program Manager, Stein & Company, Chicago

#### Academic Background

- M.B.A., Finance and Marketing, Wharton School, University of Pennsylvania
- B.S. Civil Engineering, Duke University

Catherine Sarrett consults for public and private clients seeking to plan, develop, and operate convention, sports, cultural, and entertainment facilities. Ms. Sarrett is currently a Project Manager at HVS Convention, Sports & Entertainment Facilities Consulting, which is dedicated to objective and independent market and financial analysis of public assembly facilities.

Ms. Sarrett began her career in the convention, sports and entertainment field as the Owner's Representative for the Philadelphia Spectrum Arena during the development stages of the Wachovia Center. She oversaw all stages of arena design, managed the development budget and served as the liaison between design professionals and facility operations and management. As a Program Manager with Stein & Company, Ms. Sarrett served as the lender representative on a variety of construction projects preparing monthly due diligence reports, ensuring that construction proceeded on schedule and approving construction draws for the lender. She also prepared a number of financial projections for a variety of land uses. With Johnson Consulting, Ms. Sarrett prepared market and feasibility studies including demand and financial projections, operational analyses, and funding models.

Catherine received her Bachelor of Science in Civil Engineering from Duke University and spent several years as a structural engineer with Hanson Engineers, Inc. before entering the Wharton School of the University of Pennsylvania where she received her Master's of Business Administration in Finance and Marketing.

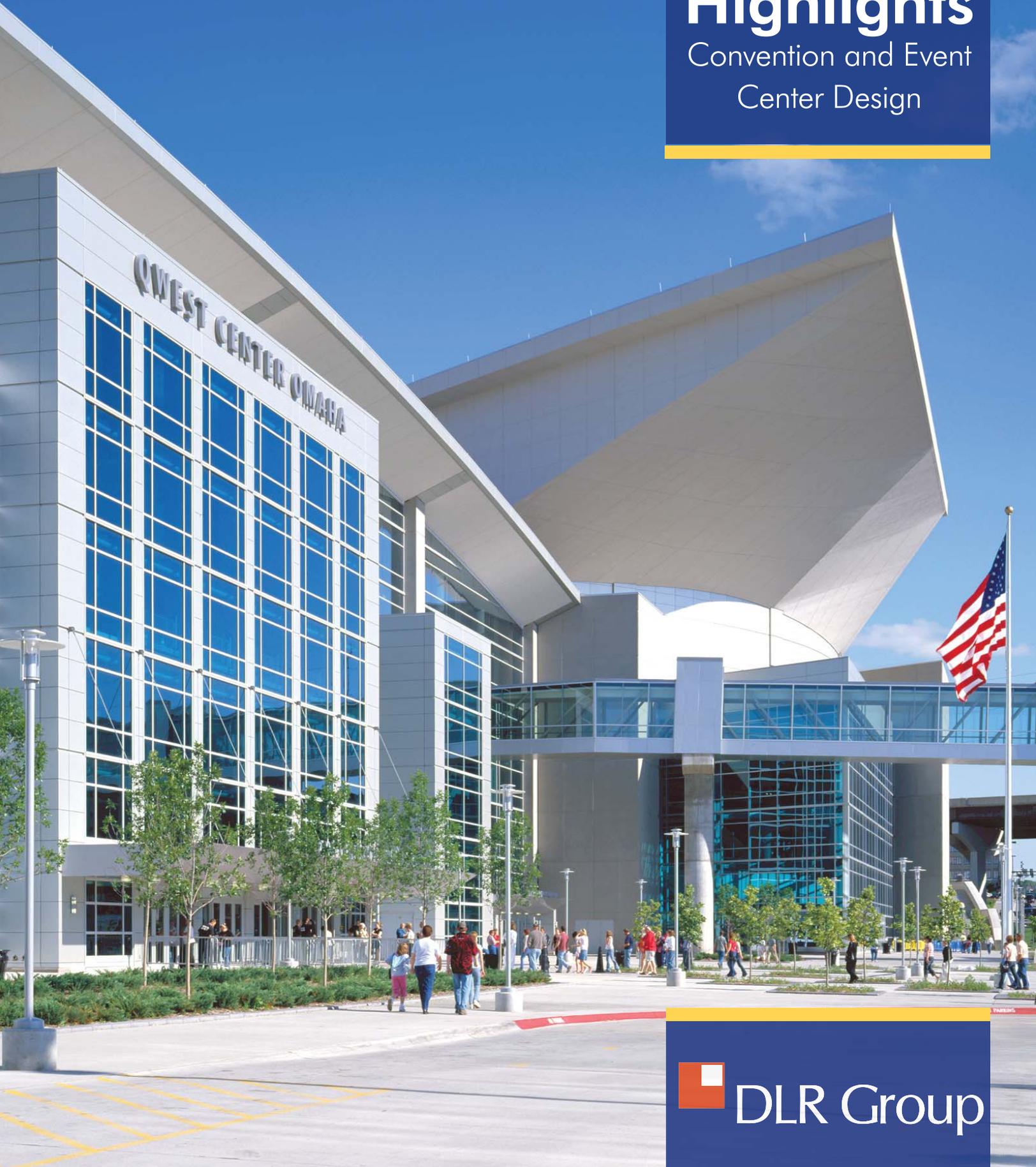
Catherine has provided the following services:

- a comparative analysis of labor pricing and policies and resulting economic impacts for McCormick Place in Chicago,
- the master planning and feasibility study for the re-use of the Roosevelt Roads Naval Station in Puerto Rico,
- a feasibility analysis for a convention center development in Cedar Rapids, Iowa,
- an expansion analysis for the Broward County, FL Convention Center,
- a feasibility analysis for a convention center development in Tallahassee, Florida, and
- a feasibility analysis for the expansion of the Amarillo Civic Center in Amarillo, Texas.

Catherine recently conducted an analysis of the convention market in Memphis, Tennessee and the feasibility of an expansion to the Telluride Conference Center in Colorado.

# Profile & Highlights

Convention and Event  
Center Design





## | Introduction to DLR Group |

### Who We Are

DLR Group is an integrated design firm providing architecture, engineering, planning and interior design from 20 offices in the United States and Shanghai. With 500 professionals, DLR Group combines national experience with local expertise to exercise design innovation with responsive service. Our office in Overland Park is a quick 30 minutes away from Lawrence and we currently have more than 50 professional staff in this office to service the project locally.

### What We Do

DLR Group's design elevates the human experience. Clients collaborate with us to create enduring places for living, learning, working and protecting... sustainably. Given the breadth and depth of our experience, you may have experienced our design already in your daily life.

### Where We Excel

While the breadth of our work touches on all aspects of human experience, we have developed focused expertise in key corporate and commercial building types:

- Hospitality/Event Centers
- Mixed-Use
- Office & Workplace
- Retail

### listen.DESIGN.deliver

DLR Group produces award winning work, but clients work with us because we deliver more than outstanding buildings and spaces. We bring you a collaborative experience rooted in our service approach: listen.DESIGN.deliver.

We truly listen to your vision, goals and objectives. Only once we've listened do we design to meet your needs with effective creativity. And we deliver on the promise of utmost quality.

### National Experience...Local Expertise

When you work with DLR Group, you connect directly with local design leaders committed to applying their expertise to your success. And because our firm is structured as a network of interconnected offices throughout the United States, you also have access to a wealth of national experience. We thrive on sharing ideas nationally, and bringing the best of the best back to each client locally.

### Integrated Design Practice

As an integrated design firm, DLR Group offers interdisciplinary design services in-house. Professionals from all disciplines work side by side daily as design collaborators to create facilities exhibiting the clarity of purpose and effective functionality that a truly integrated design team can produce.

- Architecture
- Engineering
- Planning
- Interiors

Chicago  
Colorado Springs  
Denver  
Des Moines  
Honolulu  
Las Vegas  
Lincoln  
Minneapolis  
Omaha  
Orlando  
Overland Park  
Pasadena  
Phoenix  
Portland  
Riverside  
Sacramento  
Santa Monica  
Seattle  
Tucson  
  
Shanghai





## | Project Expertise |

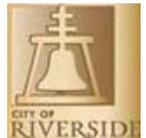
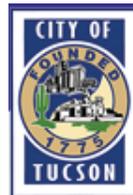
### Convention Center and Hospitality Design Expertise

Think of DLR Group as your event planner when it comes to hospitality design. You tell us what you want - we'll make it happen. DLR Group is your single source for new and renovated facilities throughout the country. From design and interiors to engineering and development services, one call can bring your vision to life with DLR's added "personal touch".

Our convention center design experience includes the Overland Park Convention Center in Overland Park, Kansas; the CenturyLink Center in Omaha, and the Riverside Convention Center in Riverside, California. We've also completed a number of hotels which offer ballrooms and meeting spaces.

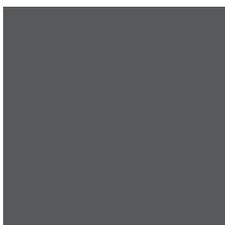
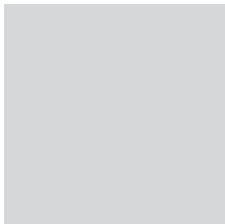
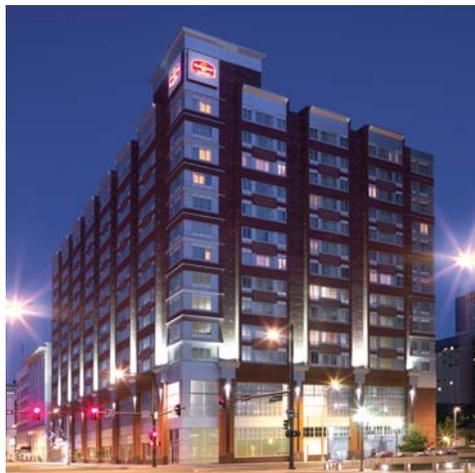
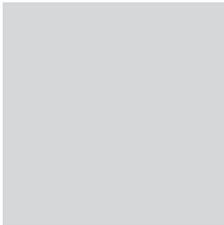
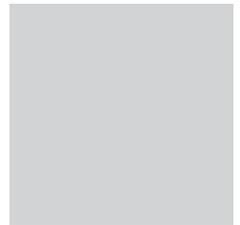
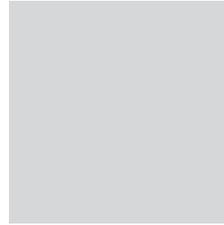
Our architects and engineers approach each new convention center and hospitality project with a fresh outlook. At the heart of our approach is your vision of how the facility should function, who it serves and how it will be used, plus its role in the community. We ask tough questions to learn and understand all the things that are unique and important to you, and we translate those needs into tangible, built solutions.

We strive to be a leading client-focused design firm and have worked with many municipalities and leaders of the hospitality industry. We've enjoyed a collaborative approach with them as well as many hotel flags and development groups. Representative past and ongoing clients and projects are included in the following pages.



Overland Park, KS







## Overland Park Convention Center | Overland Park, Kan.

DLR Group served as Architect of Record on the new Overland Park Convention Center and adjacent Sheraton Hotel, helping the City achieve its dream of nearly 15 years. DLR Group teamed with design consultant TVS to complete the new facility.

Situated on 20 acres, the convention center features 60,000 SF of exhibition space, with an additional 25,000 SF of ballroom/multi-purpose space. These areas can be combined for a total of 90,000 SF of space on the main level when incorporating the 5,000 SF of service hallway between the two areas.

The courtyard level encompasses 15,000 SF of meeting space with an exceptional view of the courtyard. Approximately the size of a football field, the courtyard can be used for outdoor exhibits, meetings, weddings and other activities.

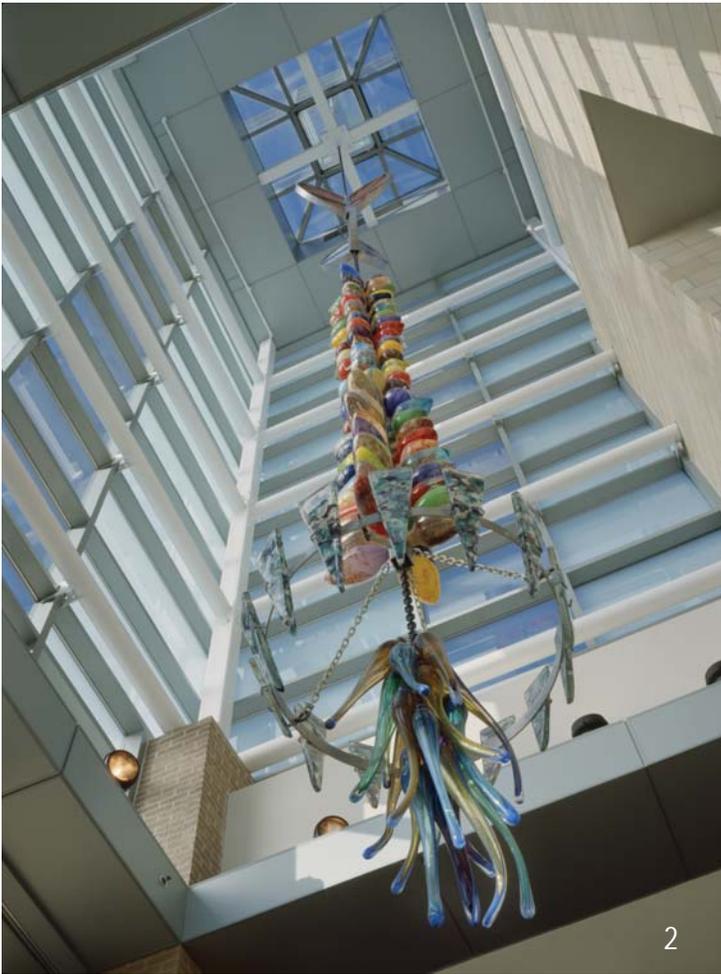
An abundance of natural light flows through the large prefunction spaces outside the meeting and exhibition areas on both levels. Designers utilized warm, friendly colors, throughout the prefunction and open areas of the facility.

One unique feature of the convention center is the Cyber Café located on the main level. This Café has a full-service latte stand, plus the fastest available computer connections for checking email or just surfing the net.

Two levels of pedestrian walkways and a shared courtyard connect the convention center with the 412-room full-service hotel.

Both surface and covered stall parking is available for approximately 750 vehicles, with an additional 415-stall structure attached to the hotel.

The convention center opened to the public ahead of schedule in November 2002.



2



3



4

*"The Verdict is in! "Wow!" "Unbelievable!" "Fantastic!" "I never would have believed it!" These are comments folks have made about the new Overland Park Convention Center – a facility that your firm played a major role in bringing to fruition. Congratulations on a job well done!"*

*Bob Lowry, Director of Public Works  
City of Overland Park*



5



6

- 1 main entrance
- 2 tower art sculpture
- 3 outdoor courtyard
- 4 cyber cafe
- 5 convention center and hotel
- 6 prefunction space



## CenturyLink Center Omaha - Convention Center | Omaha, Nebraska

### Design Achievement

DLR Group was the architect for this important addition to the Omaha skyline, bringing to the community an outstanding convention center facility and professional-level sports and entertainment arena.

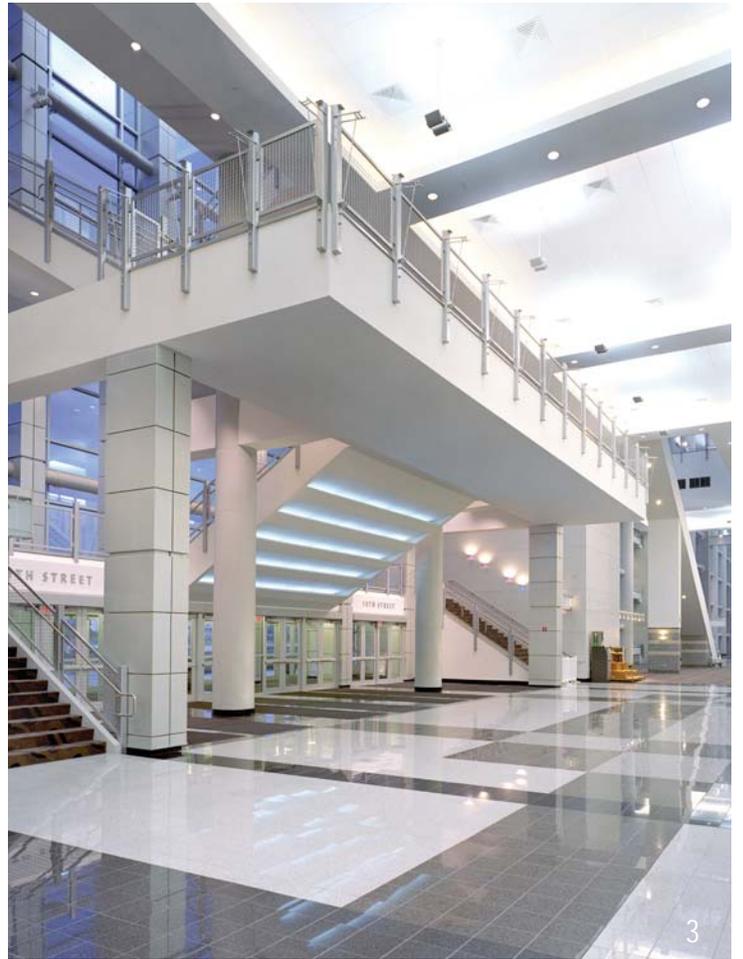
CenturyLink Center Omaha (formerly the Qwest Center) anchors a new redevelopment area that is designed to be an extension of the urban edge of downtown Omaha. The addition of these two facilities creates an active urban front along a new extension of 10th Street.

Outdoor plazas and walkways surrounding the CenturyLink Center provide pedestrian circulation paths to the historic Old Market downtown area, several new hotels, an urban park now under construction, and the Riverfront Trail System. The project also includes a skywalk link to an adjacent convention center class hotel across the street.

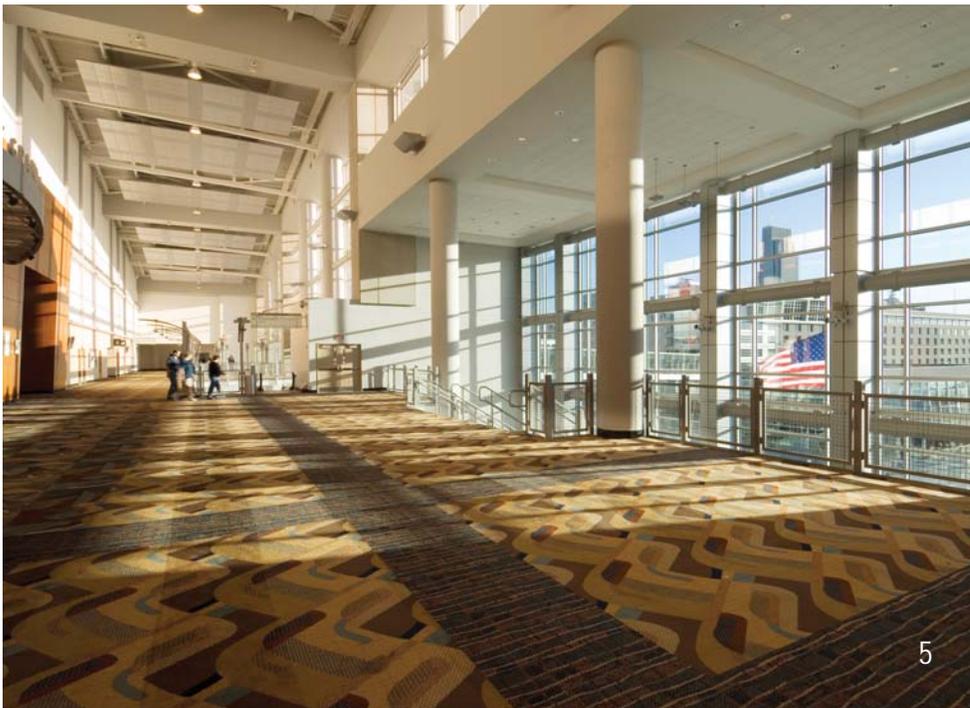
### Scope Summary

The Convention Center consists of a 194,000 SF Exhibition Hall, a 30,000 SF Ballroom, 30,000 SF of Meeting Rooms, and a high volume prefunction space on two levels. Included are the required support spaces of patron comfort stations, offices, kitchens and loading docks.

The Arena includes approximately 400,000 SF of total floor space that initially provided up to 15,000 seats for hockey, 15,800 seats for basketball, 16,000 seats for end stage concerts and, at full capacity, up to 17,000 seats for center stage concerts. The arena was expanded in 2006 with a seating expansion of nearly 1,700 seats. General seating is designed on two levels, including club seating for 1,100 people. Club members can enter the building by a special VIP parking structure and once inside, they are welcomed by a grand space that offers a view of the river. Also included are 32 private suites on an exclusive suite level.



anchor



- 1 convention center with arena in back
- 2 main entry
- 3 pre-function space
- 4 exhibit hall
- 5 pre-function space



## Riverside Convention Center Expansion | Riverside, California

### Design Achievement

The expansion to the Riverside Convention Center acts as a new economic engine for downtown Riverside. DLR Group's design solution added an additional 36,000 SF of exhibition space and a needed pre-function area to the existing structure. The scheme also creates a variety of unique meeting spaces to accommodate a range of meeting needs and attendees. Today the Riverside Convention Center is able to attract larger events and create additional revenue while at the same time appealing to smaller groups by maintaining the center's downtown, boutique feel. The expansion used the unique contours of the site to create second primary entrance on the lower level along with additional parking. This second entrance

allows the Riverside Convention Center to host multiple events simultaneously. A new exterior plaza welcomes guests to an intimate setting for outdoor cocktail events and can be used to host larger outdoor gatherings. The exterior facade recalls the historic architecture of Riverside with its arcades, wooden trellises and impressive tower entrance.

### Scope Summary

At 127,375 SF, the expanded Riverside Convention Center provides 50 percent more exhibit hall space, additional meeting rooms, a large pre-function area, a second entry, a new concourse, and welcoming outdoor plaza. Sustainable design features include: high efficiency LED lighting, occupant sensors for energy management, natural daylighting,

recycled materials and drought tolerant landscaping. DLR Group is provided architecture and interior design services

*\* Grand opening was in Feb 26, 2014. Photos on these pages are from punch list visits with professional photos expected soon.*



2



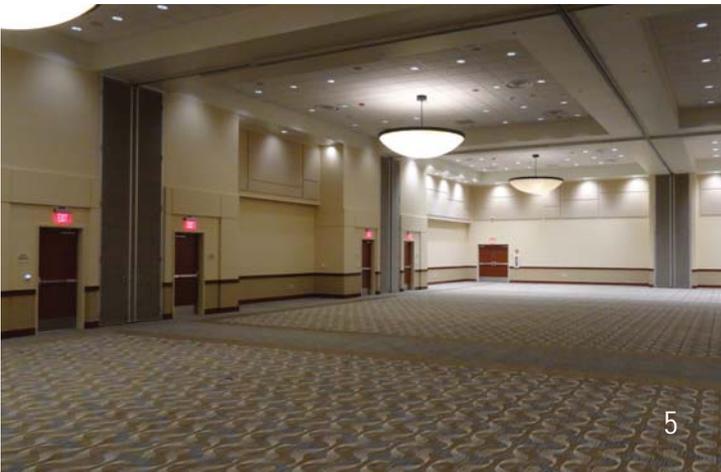
3



4

- 1 entry/outdoor plaza
- 2 entry tower sculpture
- 3 Lower level prefunction to meeting rooms
- 4 prefunction space
- 5 ballroom space
- 6 exhibit hall space

flexibility



5



6



### Design Achievement

The upscale ambiance of the new Overton Hotel and Conference Center complements its fitting location in Overton Park, the largest private redevelopment project in the US. DLR Group's design incorporates inviting architectural design on the exterior, with a glass pillar illuminating the nightscape, and stunning interiors, such as 22-foot ceilings in the hotel's lobby. Guests and business travelers can enjoy the business and fitness centers, restaurant and bar, and find relaxation in the outdoor pool area. Adjoined to the hotel is the conference center, where business meetings and important networking among clients can take place, as well as weddings and social events in the luxurious ballroom.

### Scope Summary

The new Lubbock Hotel and Conference Center comprises 238,000 SF. The 15-story full-service 179,400 SF hotel includes 304 rooms, and is attached to a 47,600 SF conference center. Other features include an 11,400 SF ballroom and surface parking for 350 vehicles. DLR Group provided full architectural and engineering services for Garfield Traub Development and the City of Lubbock, Texas.

Overton Conference Center and Hotel | Lubbock, Texas



upscale

- 1 hotel and convention center
- 2 lobby
- 3 hotel exterior
- 4 ballroom
- 5 exterior
- 6 pre-function space

*"I have been impressed with DLR Group's leadership, professionalism, and their attention to detail; in fact, our city staff has never seen a more complete and well put together set of design drawings than the ones produced by DLR Group. their staff has taken great pride in providing outstanding service to our project."*

*Rob Allison, Executive Director of Development Services, City of Lubbock, Texas*





Tucson Convention Center Expansion and Headquarters Hotel | Tucson, Arizona

### Design Achievement

The design of the Tucson Convention Center Sheraton is inspired by the unique beauty of the desert landscape. The tower runs parallel to the east-west axis, and its north and south facades are treated differently and appropriately for their exposure. The project features an open courtyard adjacent to the restaurant and pre-function spaces, with the outdoor pool overlooking the spaces.

The design responds to the client's wishes for a modern landmark building that is true to the heritage of Tucson. The design has been praised by the local community as uniquely Tucsonian and authentic to the city.

### Scope Summary

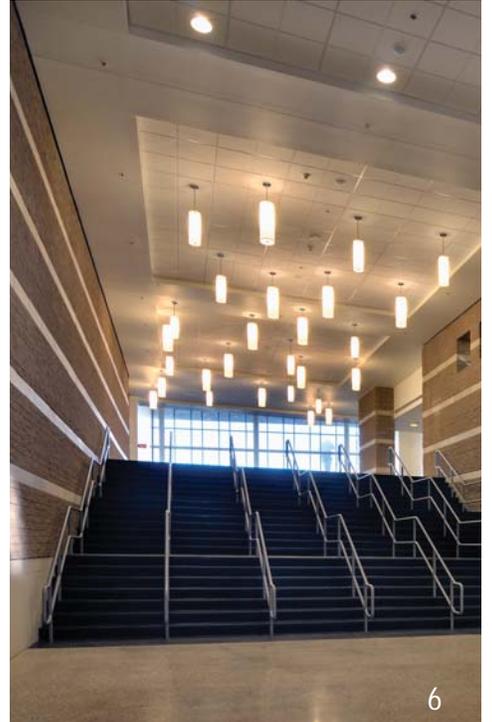
The new, 27 story, 525 room, full-service Sheraton Hotel will feature a bar and lobby lounge, fitness center, café, rooftop pool deck, business center, and 50,000 SF of function and meeting space, including a 19,000 SF ballroom.

Work includes a 118,000 SF expansion of the existing adjacent convention center, with an additional exhibit hall, 2 junior ballrooms, 5 meeting rooms and associated back of the house spaces, concourses and pre-function areas. A new east entry is designed as the new main entry and a new 1,060 car parking garage is planned.

The project is preliminarily estimated at \$246 million.



5

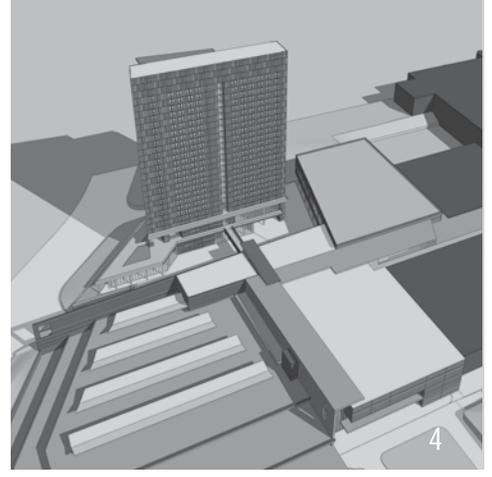


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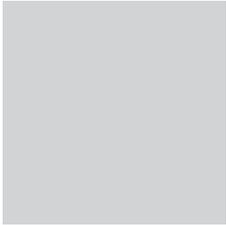
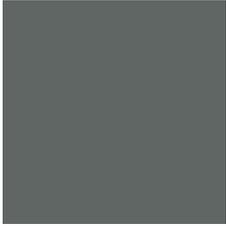
- 1 concept rendering
- 2 entry
- 3 courtyard
- 4 site aerial view
- 5 new cc entry
- 6 convention center stairway



4



2



## Design Experience

### Convention and Conference Centers

#### Riverside Convention Center Expansion

Riverside, CA

Expansion to existing convention center will add approximately 42,500 SF of exhibit hall space, meeting rooms, lobbies, ballrooms, pre-function spaces, and service areas.

#### Sacramento Convention Center

Sacramento, CA

Expansion to 56,000 SF exhibition hall and meeting facilities with associated circulation, pre-event services and support areas; New 25,000 SF ballroom

#### CenturyLink Center Omaha

Omaha, NE

250,000 SF of exhibition and ballroom space  
400,000 SF, 16,000 seat, multi-purpose arena

#### Overland Park Convention Center and Hotel

Overland Park, KS

237,000 SF, Phase I convention center  
Contiguous to 412 room, four star Sheraton Hotel

#### Overton Conference Center

Lubbock, TX

47,400 SF Conference Center and ballroom attached to a 304 room, 15 story, full-service hotel

#### Tucson Convention Center Expansion

Tucson, AZ

118,000 SF expansion to existing convention center adjacent to new 525 room Sheraton Hotel

#### Peter Kiewit Convention and Conference Center

Omaha, NE

250,000 SF conference center with 600 seat auditorium, 11 meeting rooms, and dining and kitchen area

#### Pierre Convention Center

Pierre, SD

33,900 SF convention center

#### Hutchinson Conference Center

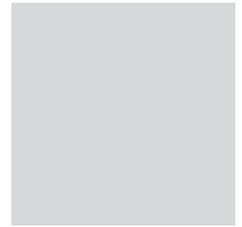
Hutchinson, KS

Preliminary design for 35,000 SF conference center attached to hotel

#### Jefferson City Conference Center & Hotel

Jefferson City, MO

90,000 SF conference center with future hotel and retail



| Design Experience |

Headquarter Hotels for Convention/Conference Centers

**Sheraton Overland Park Hotel at the Convention Center**  
Overland Park, KS  
412 room, 20 story, full service 4-star hotel

**Tucson Convention Center Hotel**  
Tucson, AZ  
525 room, 30 story, full service 4-star hotel

**Overton Hotel & Conference Center**  
Lubbock, TX  
New 304 room, 15 story full service hotel with adjoining 47,600 SF conference center

**Curtis Hotel**  
Minneapolis, MN  
Schematic design for a 500-room executive hotel, conference center, condominiums and retail facility

**Leamington Hotel**  
Minneapolis, MN  
Schematic design for the remodeling and renovation of 550-room hotel with 35,000 SF dedicated to convention facilities

**Lincoln Hotel**  
Bloomington, MN  
Schematic design for a 300-room hotel and 350,000 SF conference center



## | Ken Martin, AIA |

Principal, Convention and Conference Center Planning and Design Leader

### Bio:

Ken Martin brings to your project over 23 years of experience in hospitality planning and design. He serves as DLR Group's National Hospitality Leader. Ken's passion for the design of conference/convention centers and hotels allows him to focus on creating the best visitor and guest experience for his clients. His creative style and approach ensures that all user groups and members of the project team, beginning with the owners representatives, will have input on the total facility design and functionality. Ken enjoys working with leaders of the hospitality industry including hotel flags and development groups to create exceptional hospitality facilities for communities.

### Experience:

- Overland Park Convention Center; Overland Park, KS  
237,000 SF Convention Center with exhibition, ballroom, meeting and pre-function spaces on two-levels.
- CenturyLink Center Omaha; Omaha, NE  
Convention Center and Arena with 950,000 SF of exhibition, ballroom, and meeting space space in addition to the 400,000 SF Multi-purpose Arena.
- Overton Conference Center & Hotel; Lubbock, TX  
47,600 SF conference center that is adjoined to a 304-room, 15-story, full service hotel. Includes restaurant, bar, and outdoor pool and recreation area
- Riverside Convention Center Expansion; Riverside, CA  
Expansion to existing convention center that adds approximately 45,000 SF of exhibit hall space, meeting rooms, lobbies, ballrooms, pre-function spaces, and service areas.
- Tucson Convention Center Expansion: Tucson, AZ  
118,000 SF Expansion to existing convention center
- Sheraton Hotel; Overland Park, KS  
This 412-room, 20-story, Full service hotel offers more than 28,000 SF of ballroom, meeting, and pre-function space for its guests. It is attached to the OverlandPark Convention Center
- King's Pointe Resort & Conference Center; Storm Lake, IA  
100-room full service lodge which includes a lakeside restaurant, lounge, and convention center accommodations. Attached to a 20,000 SF indoor waterpark
- Sheraton Hotel at the Tucson Convention Center; Tucson, AZ  
525-room, 30-story, Full service hotel at the Tucson Convention
- Sheraton Hotel Link Addition: Overland Park, KS  
New Sheraton Link Addition to Sheraton Hotel
- Hyatt Midtown Renovation; Atlanta, GA  
Renovation to 12-story 191 room hotel in Midtown Atlanta
- Westin Hotel Renovation; Seattle, WA  
Renovation to 900 guest rooms, suites, and corridors
- MGM International Resorts; Las Vegas, NV  
Crystals Shopping, Dining & Entertainment VIP Entrance  
NYNY Porte Cochere and Entry remodeling
- Hyatt House; San Jose, CA  
160-room, 7-story, Full service urban hotel
- Holiday Inn at KCI Expo Center; Kansas City, MO  
141-room, 6-story, Full service hotel
- Marriott Renaissance Hotel at Briarcliff; Kansas City, MO  
192-room, 10-story, 192-room, Full service hotel at new Briarcliff mixed-use development in North Kansas City
- Marriott Country Club Plaza; Kansas City, MO  
Various Renovations

### Education:

Bachelor of Arts/Architecture  
University of New Mexico

### Registrations:

MO, CO, OK, NCARB

### Affiliations:

- American Institute of Architects
- Hospitality Construction Magazine,  
Former Editorial Board member