GET US TO THE GREEK

PROPOSAL FOR OVERSIGHT OF THE GREEK THEATRE'S OPEN VENUE MODEL

GLOBAL SPECTRUM L.P. D/B/A SPECTRA
3601 SOUTH BROAD STREET, PHILADELPHIA, PA 19148

JULY 21, 2015
# Table of Contents

## Level I Requirements Response

### I.1. Cover Letter

### I.2. Proposal Deposit
1.2. Proposal Deposit

### I.3. Compliance Documents
1.3. Compliance Documents

- Contract Exceptions .......................................................................................................................... 3
- Completed Documents ......................................................................................................................... 3
  - I.3.a. Signature and Affidavit
  - I.3.b. Disposition of Proposals
  - I.3.c. Affirmative Action Plan
  - I.3.d. Contractor Responsibility Ordinance Statement
  - I.3.e. Equal Benefits Ordinance Statement
  - I.3.g. Business Inclusion Program
  - I.3.h. Municipal Lobbying Ordinance and Bidder Certification
  - I.3.i. Compliance with Los Angeles City Charter Section 470(c)(12)(Measure H)
  - I.3.j. Compliance with First Source Hiring Ordinance
- I.3.k. Federal Tax ID Number ........................................................................................................... 4

### I.4. Background and Experience

- I.4.2.1 Owner Description ................................................................................................................... 5
  - I.4.2.1.1 Address ................................................................................................................................. 5
  - I.4.2.1.2 Length in Business ................................................................................................................ 5
  - I.4.2.1.3. Company Type .................................................................................................................... 5
  - I.4.2.1.4. Company Size ..................................................................................................................... 5
  - I.4.2.1.5. Organizational chart .......................................................................................................... 6
  - I.4.2.1.6 Operational Oversight ....................................................................................................... 7
  - I.4.2.1.7. Pending Mergers ................................................................................................................ 8
  - I.4.2.1.8. Ownership Information for all Proposed Subcontractors ...................................................... 8
- I.4.2.2 Experience .................................................................................................................................. 8
  - I.4.2.2.1. Similar Operations ............................................................................................................. 14
  - I.4.2.2.2. Comparable Revenues .................................................................................................... 19
  - I.4.2.2.3. Years of Experience ....................................................................................................... 21
  - I.4.2.2.4. Extend of Related Experience ...................................................................................... 21
  - I.4.2.2.5. Additional Information ..................................................................................................... 21
- I.4.2.3 Contracts History .................................................................................................................... 27
  - I.4.2.3.1. Terminated Contracts – Past 12 Months .......................................................................... 27
  - I.4.2.3.2. Contracts Terminated in 2014 ....................................................................................... 27
- I.4.2.4 Current Operations ................................................................................................................... 29
  - I.4.2.4.1. Employment Policies ...................................................................................................... 29
  - I.4.2.4.2. Methods and Controls for Accounting ....................................................................... 33
- I.4.2.5. References ............................................................................................................................... 34
  - I.4.2.5.1. Business References ..................................................................................................... 34
  - I.4.2.5.2. Financial References ...................................................................................................... 38
- I.4.4. Venue Owner Contacts ............................................................................................................. 39
- I.4.4.4. Community Involvement ..................................................................................................... 41
I.5. Financial Capacity

I.5.3. Financial Capacity .................................................................................................................................................................................. 43
I.5.3.1. Good Standing ..................................................................................................................................................................................... 43
I.5.3.2. Investment .......................................................................................................................................................................................... 44
I.5.3.2.1. Investment Amount ........................................................................................................................................................................ 44
I.5.3.3. Funding of Concession ........................................................................................................................................................................ 44
I.5.3.3.1. Source of Funding .......................................................................................................................................................................... 44
I.5.3.3.2. Funding Percentages ...................................................................................................................................................................... 44
I.5.3.4. Financial Documentation .................................................................................................................................................................. 44
I.5.3.4.1. Cash Reserve Documentation ...................................................................................................................................................... 44
I.5.3.4.2. Loan Documentation .................................................................................................................................................................... 44
I.5.3.4.3. Additional Documentation .......................................................................................................................................................... 44

Level II Requirements Response

II.A. Operational Oversight and Management Plan

II.A. Operational Oversight and Management Plan ................................................................. 45
II.A.1. Operational Oversight .................................................................................................. 48
II.A.2. Event Booking .............................................................................................................. 50
II.A.3. Food & Beverage ........................................................................................................ 54
II.A.4. Sponsorships and Box Seating ................................................................................... 56
II.A.5. VIP Sections & Parking Sales Management ............................................................... 56
II.A.6. Event Services ............................................................................................................. 57
II.A.7. Custodial Service ......................................................................................................... 57
II.A.9. Promoter Collaboration ............................................................................................... 74
II.A.10. Event Settlement ....................................................................................................... 75
II.A.11. Promoter Incentive Program ..................................................................................... 75
II.A.12. Ingress and Egress ................................................................................................... 76
II.A.13. Parking Operations ................................................................................................... 78
II.A.14. Traffic Control .......................................................................................................... 81
II.A.15. Shuttle Service .......................................................................................................... 84
II.A.16. Community Collaboration ........................................................................................ 87
II.A.17. Box Office ................................................................................................................ 89
II.A.18. Fire and Police Department Services ...................................................................... 90
II.A.19. Fire/Life Testing ....................................................................................................... 90
II.A.20. Sound Level Requirements ....................................................................................... 90
II.A.21. Sound and Lighting System ..................................................................................... 90
II.A.22. Web-Site Management ............................................................................................ 91
II.A.23. Venue Maintenance ................................................................................................. 91
II.A.24. Union Relationships ............................................................................................... 93
II.A.25. IATSE Venue Use .................................................................................................... 94
II.A.26. Transition ................................................................................................................ 94
II.A.27. GTAC Meetings ...................................................................................................... 98
II.A.28. Raising Funds ......................................................................................................... 98
Operations and Management Staffing Plan......................................................................... 100

II.B. Event Services Staffing Plan

Sample Event Services Staffing Plan .................................................................................. 103

II.C. Sponsorship and Box Seating Plan

Sponsorship Sales ................................................................................................................. 105
Box Seating Sales ................................................................................................................ 106
Revenue Sharing .................................................................................................................. 110
Appendices

Appendix A........................................................................................................................................................................................... Corporate Support
Appendix B........................................................................................................................................................................................................ Venue Matrix
Appendix C .............................................................................................................................................................................. Financial Documentation
  Global Spectrum L.P. d/b/a Spectra Bank Statements *(not included in Redacted version)*
  Global Spectrum L.P. d/b/a Spectra Dun and Bradstreet Report
Appendix D ................................................................................................................................................................................................. Sample Reports
  Sample Financial Statement
  Sample Event Settlement Report

Enclosures

Confidential Financial Documents
- Global Spectrum L.P. d/b/a Financial Statements *(not included in Redacted version)*

Annual Report
- Atlantic City Boardwalk Hall and Convention Center
July 21, 2015

Ms. Agnes Ko  
Contract Coordinator, Concessions Unit  
City of Los Angeles  
P.O. Box 86610  
Los Angeles, CA 90086

Dear Ms. Ko,

Spectra Venue Management is pleased to provide you with the enclosed Response to the City of Los Angeles Department of Recreation and Parks’ (“the Department”) Request for Proposal (“RFP”) for Oversight of the Greek Theatre’s Open Venue Model. We understand your need for a competent, proven, community-driven venue management company to maintain and enhance the profile of the iconic Greek Theatre through high-profile entertainment and a first-class experience. We are enthusiastic about the opportunity to provide these services, and are certain that we will exceed your expectations.

As a leader in venue management with 138 managed venues in our client portfolio, Spectra has the experience needed to operate a venue with this level of community importance and industry recognition. This experience includes management of The Mountain Winery in Saratoga, CA. This prestigious and scenic amphitheater is located on the grounds of the distinguished Paul Masson Winery, and shares a number of similarities with the Greek Theatre including a highly involved local community, an emphasis on premium seating sales, stringent sound level requirements, and challenging traffic patterns. Our successes in the strategic management of these aspects, which we have successfully overseen since 2007, contribute to our ability and readiness to oversee the Greek Theatre’s Open Venue Model. We have provided details regarding our success with this venue throughout our Response.

Our team has already made a number of trips into the market to experience the Greek Theatre and the community it serves, as well as to meet with local stakeholders. Additionally, we have conducted extensive research and carefully reviewed all documents provided to us through this RFP Process. This has allowed us to begin to develop detailed assessments and customized plans for key areas including booking and marketing; community collaboration; staffing; and traffic, parking, and shuttle services. Furthermore—by virtue of our corporate partnership services (formerly known as Front Row Marketing Services), Spectra has been engaged at the Greek Theatre since 2010, further enhancing our understanding of the venue and market, and best preparing us to renew current and secure new sponsors.

In addition to our proven expertise, Spectra is pleased to present the Department with a competitive Base Management Fee. For this Fee, Spectra will provide best-in-class services to attain the Department’s stated goals of providing the public with the safest and most enjoyable customer experience, maximizing the Department’s revenue, and maintaining strong community collaboration on all aspects of the operation.

While we have provided details on all of these aspects in our enclosed Response, I wanted to take the opportunity to summarize these strengths.
 Booking and Promoter Relationships
This is an exciting time for the Greek Theatre, as not only will an open booking policy present opportunities for more artists and events, it will generate competition for available dates, ultimately resulting in better rental rates for the Department throughout the season. Spectra understands that the Greek Theatre is recognized as one of the premier amphitheaters in the country and is an extremely desirable venue for artists to play. Because of that, the Department needs a venue manager that will emphatically look out for your best interests—one that can effectively leverage this demand to achieve the ideal balance of revenue and bookings. Spectra is that manager.

In addition to our network of industry professionals who excel in this area at all of the venues we manage, we are pleased to present a General Manager candidate who is the ideal fit for the Greek Theatre. Tina Suca has over 20 years of experience in facility management and event booking. Throughout her career, she has operated the Wiltern, the Forum, and Nassau Coliseum. Utilizing her relationships with agents, managers, and promoters, she is currently responsible for event bookings for 38 arenas across North America. Tina is Los Angeles-based, and has a deep understanding of the Greek Theatre, its surroundings, the community, and all of the uniqueness the venue offers.

Sponsorships and Box Seating Sales
Over the past five years, Spectra Venue Management has been implementing a first-class corporate partnership program at the Greek Theatre. As an industry leader in evaluating sponsorship inventory and developing strategic and creative sales plans, Spectra’s efforts at Greek Theatre have proven to be a great success. Our approach has been carefully designed to consider the unique elements of this iconic and historical venue, as well as the Los Angeles market. For 2015, we have already secured close to One Million Dollars in contracted cash and trade, and we have exceeded at securing partnerships that are a good fit for the venue and contribute to the event experience.

We understand that sponsorship and box seating sales is a major aspect of the scope-of-services outlined in the RFP, and one that presents a tremendous revenue-generating opportunity for the Department. Given our company’s expertise and emphasis on sponsorship and premium seating sales, and our long-standing history of success at the Greek Theatre, we are confident that no other company can come close to matching the level of success and professionalism that Spectra can offer. In a time of inevitable transition and change, Spectra can offer the Department stability and continuity in this critical area. There will be no “discovery” period, as our team is already equipped with the detailed information needed to continue their successful sales processes and to immediately begin renewing all existing 2015 partnerships for next season under new agreements with the Department.

Community Involvement
Spectra recognizes that the Greek Theatre is in a unique location, set among single-family homes in a residential community. We also understand the venue’s impact on its residential neighbors and the broader community of Los Feliz, who have historically been given a voice in its operations. To best understand the relationship between the Greek Theatre and the community, as well to understand its operational impacts on the surrounding neighborhood, our team spent time visiting with local leaders and stakeholders, including representatives from the Los Feliz Neighborhood Council, the Los Feliz Improvement Association, the Los Feliz Towers Homeowners Association, the Franklin Hills Homeowners Association, the Greek Theatre Advisory Committee, the Hollywood Studio Neighborhood Council, the Hollywood Network Coalition, and the Hollywood Chamber of Commerce.
We are impressed by the resounding enthusiasm that these groups have for their community and the Greek Theatre, and we appreciate their legitimate concerns about how its operations directly impact their neighborhood and broader community. We also view the neighbors and community as an asset, and will utilize them as a critical resource in our management of the venue. We recognize that key areas of concern for these important stakeholders are in the areas of traffic, parking, noise abatement, and communication with and direct access to the venue’s General Manager. We have carefully evaluated the information gained throughout this process to develop key strategies to minimize any issues associated with these concerns, including:

- Continuing the monthly coffee hour with the General Manager
- Providing a neighborhood hotline to address immediate concerns during an event
- Providing additional parking and transportation options for patrons
- Hiring a full-time dedicated Community Liaison

Our enclosed Response provides further details on our understanding of and approach to this critical component of the Greek Theatre’s success.

**Parking and Traffic Program**
The parking and traffic program at the Greek Theatre is the first and last impression patrons experience of the venue. Our traffic plan will take into account not only vehicle movements but also pedestrian travel paths. We will work with the surrounding community, the Griffith Park Observatory, and the City of Los Angeles Police Department/Transportation/Park Services Traffic Control to perfect the existing traffic plan; maximizing roadways, parking allocations, and shuttle operations services. This partnership will result in a more positive traffic flow experience, and will ensure the safety of the neighborhood and patrons.

During a recent event, Spectra staff conducted an in-depth on-site analysis of the parking and traffic operations at the Greek Theatre. We have developed a detailed report, including a number of improvement recommendations that we would look to incorporate under our management (with all proper approvals). This report is outlined within the enclosed Response.

**The Greek Theatre Shuttle Service**
We understand the Department’s desire to grow the success of the existing Greek Theatre Shuttle Service. We recognize the need to alleviate traffic volumes and on-site parking at the venue, and are excited about the opportunity to strategically increase ridership. As a company focused on excellent sales and marketing strategies, we excel at developing creative ideas and effective incentives—and we will combine this skillset with our expert operations team to implement strategic plans to enhance the Shuttle Service. Some of these ideas, which have been detailed in the enclosed Response, include working with sponsors to provide in-venue incentives for riders, creating additional shuttle pick-up locations for patrons living in outlying areas, and developing tactical partnerships with other commercial transportation services.

**Required Information**

- **Proposing Company’s Legal Name**
  Global Spectrum, L.P. d/b/a Spectra

- **Type of Business**
  Global Spectrum, L.P. d/b/a Spectra is a Limited Partnership

- **Key Names and Contact Information**
  The following executives are key Spectra employees as it pertains to this RFP process, as well as the scope-of-services accompanied with oversight of the Greek Theatre’s open venue model.
  - **John Page – President**
    Telephone: 215-389-9558 Fax: 215-952-5651 Email: john_page@comcastspetacor.com
Todd Glickman – Senior Vice President, Business Development and Client Relations (main contact)  
Telephone: 215-389-9587 Fax: 215-952-5651 Email: todd_glickman@comcastspectacor.com

Hank Abate – Senior VP, Arenas and Stadiums  
Telephone: 215-389-9468 Fax: 215-952-5651 Email: hank_abate@comcastspectacor.com

Bryan Furey – Senior Vice President, Corporate Partnerships  
Telephone: 215-609-1651 Fax: 215-952-5651 Email: bryan_furey@comcastspectacor.com

Michael Ahearn – Vice President, Operations  
Telephone: 215-389-9525 Fax: 215-952-5651 Email: michael_ahearn@comastspectacor.com

Kenneth Wajda – Vice President, Finance  
Telephone: 215-952-5216 Fax: 215-952-5651 Email: ken_wajda@comastspectacor.com

Brian Rothenberg – Vice President and Senior Deputy General Counsel  
Telephone: 215-952-5723 Fax: 215-952-5651 Email: brian_rothenberg@comastspectacor.com

Michael Hasson – Vice President, Security and Services  
Telephone: 215-389-9591 Fax: 215-952-5651 Email: mike_hasson@comastspectacor.com

Alice Fei – Vice President, Human Resources  
Telephone: 215-389-9590 Fax: 215-952-5651 Email: alice_fei@comastspectacor.com

Main Point of Contact
Todd Glickman, Senior Vice President, Business Development and Client Relations  
Address: 3601 South Broad Street, Philadelphia, PA 19148  
Email: todd_glickman@comastspectacor.com

Complete Mailing Address  
Spectra Venue Management  
3601 South Broad Street  
Philadelphia, PA 19148

Statement of Acceptance  
Global Spectrum, L.P. d/b/a Spectra confirms our acknowledgement of the terms and conditions set forth in the RFP. We also acknowledge that certain elements of the terms and conditions have been modified through Addenda 1 and 2, as well as Questions and Answers Numbers 1, 2, and 3 issued by the City. In our enclosed Response, please see Section 1.3. Compliance Documents for a list of items we would respectfully ask to discuss with City should we be selected as the preferred bidder.

Conclusion  
We are confident in our ability to provide world-class oversight of this iconic venue. You will be impressed by the commitment and support that Spectra provides, as well as our driven focus on working with the community, booking more events, and creating an overall better experience. We look forward to the opportunity to enhance the operations of this venue, facilitating its continued success for years to come.

Sincerely,

John Page  
President
1.2. Proposal Deposit

Spectra has included a Twenty Thousand Dollar ($20,000) Proposal Deposit in the form of a cashier's check payable to the city of Los Angeles in the copy of this Response marked "Original."

For your reference, we have included a scanned copy of this check below.
I.3. Compliance Documents

Contract Exceptions

Spectra is generally in agreement with the terms and conditions of the RFP, however we would like to discuss the following items with the City:

1. Based on the RFP and subsequent Addenda/Q&A released by the City, we understand that all operating expenses are to be borne by the City and the operator is assuming no risk for the operating budget of the Greek Theatre.
2. As outlined in the RFP, we would prefer that a reasonable cure period be made part of the agreement before we can be terminated for any breach as well as provide that if we are able to cure a breach, the City can no longer terminate our agreement.

The following items may be found the sample agreement provided by the City:

1. On page 16, Section U.2, we request that the costs associated with the removal of an employee as required by the City should be considered an operating expense of the venue.
2. On page 23, Section NN, we suggest that any disputes be resolved by an independent third party.
3. Page 25, section 3 refers to the Contractor paying rent. This does not seem to apply to the relationship contemplated, as we would not be paying rent under our agreement.
4. On page 26, Section 12 we suggest the final agreement be modified to reflect that our obligation to indemnify is limited to the extent we’re negligent or commit intentional misconduct.
5. On Page 31, Section 15, we typically act as the City’s agent when handling City funds, entering into contracts, and operating the venue.
6. On Page 36 (top and 3rd paragraph) – based on the nature of the relationship, the cost of the audit should be considered an operating expense of the venue.
7. On Page 41, Section 21, we cannot agree to the language allowing the City to impose liquidated damages.

The following item may be found in the Standard Provisions for City Contracts:

1. On Page 3, there is a termination for convenience clause which we would like to discuss with the City, especially given the short-term nature of the agreement.

Completed Documents

On the following pages, we have included completed copies of the following required Compliance Documents.

- I.3.a. Signature and Affidavit
- I.3.b. Disposition of Proposals
- I.3.c. Affirmative Action Plan
- I.3.d. Contractor Responsibility Ordinance Statement
- I.3.e. Equal Benefits Ordinance Statement
- I.3.g. Business Inclusion Program
- I.3.h. Municipal Lobbying Ordinance and Bidder Certification
- I.3.i. Compliance with Los Angeles City Charter Section 470(c)(12)(Measure H)
- I.3.j. Compliance with First Source Hiring Ordinance
- I.3.k. W9 Form
- Equal Employment Practices Form
The following form has not been included, as we do not have any exceptions and thus there is no documentation to provide:

- I.3.f. Living Wage Ordinance and Service Contractor Worker Retention Ordinance

### I.3.k. Federal Tax ID Number

Global Spectrum L.P. d/b/a Spectra's Federal Tax ID Number is 59-3599248
AFFIDAVIT TO ACCOMPANY PROPOSALS

I/We, ________________

being first duly sworn, deposes and states: That the undersigned

President

(Insert "Sole Owner", "General Partner", "President", "Secretary", or other proper title)

is of ________________

(Name of firm / business entity)

Who submits herewith to City of Los Angeles the attached proposal:

Affiant deposes and states: That said proposal is genuine; that the same is not sham or collusive; that all statements of fact therein are true; that such proposal was not made in the interest or behalf of any person, partnership, company, association, organization or corporation not therein named or disclosed.

Affiant deposes and states: That the proposer has not directly or indirectly by agreement, communication or conference with anyone attempted to induce action prejudicial to the interests of the public body which is to award the contract, or of any other proposer, or anyone else interested in the proposed contract: that the proposer has not in any manner sought by collusion to secure for itself an advantage over any other proposer.

Affiant further deposes and states that prior to the public opening and reading of proposals the said proposer:

(a) Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham proposal;

(b) Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said proposer or anyone else or fix the proposal price of said proposer or of anyone else, or to raise or fix any overhead, profit or cost element of its price or of that of anyone else;

(c) Did not, directly or indirectly, submit its proposal price or any breakdown thereof, or the contents thereof, or divulge information or data relative thereto, to any corporation, partnership, company, association, organization, proposal depository, or to any member or agent thereof, or to any individual or group of individuals, except to the awarding authority or to any person or persons who have a partnership or other financial interest with said proposer in its business.

I understand and agree that any falsification in the affidavit will be grounds for rejection of this proposal or cancellation of any concession contract awarded pursuant to this proposal.

I hereby certify or declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

STATE OF PENNSYLVANIA
COUNTY OF Philadelphia

Subscribed and sworn to before me this __________ day of __________

July 2015

(Month / Year)

COMMONWEALTH OF PENNSYLVANIA

JUDITH A. PIZZICA, Notary Public
City of Philadelphia, Philadelphia County
My Commission Expires April 28, 2018

PROPOSALS WILL NOT BE CONSIDERED UNLESS THE AFFIDAVIT HEREON IS FULLY EXECUTED, INCLUDING THE CERTIFICATE OF THE NOTARY AND THE NOTARIAL SEAL.
Disposition of Proposals

All proposals submitted in response to the RFP shall become the property of the City of Los Angeles and a matter of public record. Proposers must identify all copyrighted materials, trade secrets, or other proprietary information that they claim are exempt from disclosure under the Public Records Act (California Code, Section 6250 et seq.)

In the event such an exemption is claimed, the proposer must state in the proposal that the proposer will defend any action brought against the City for its refusal to disclose such material, trade secret, or other proprietary information to any party making such a request. The proposer is required to state in the proposal that:

"The proposer will indemnify the City or Agency and hold it harmless from any claim or liability and defend any action brought against the City of Los Angeles for its refusal to disclose copyrighted material, trade secrets, or other proprietary information to any persons making a request therefore."

Proposer’s obligations herein include, but are not limited to, all attorney’s fees (both in house and outside counsel), costs of litigation incurred by the City or its attorneys (including all actual costs incurred by the City, not merely those costs recoverable by a prevailing party, and specifically including costs of experts and consultants) as well as all damages or liability or any nature whatsoever arising out of any such suits, claims, and causes of action brought against the City, through and including any appellate proceedings. Proposer’s obligations to the City under this indemnification provision shall be due and payable on a monthly, on-going basis within thirty (30) days after each submission to Proposer of the City’s invoices for all fees and costs incurred by the City, as well as all damages or liability of any nature.

"I have read and understand the Disposition of Proposals and agree that the City of Los Angeles may release any materials and information contained in the proposal submitted by the undersigned’s firm in the event that the required hold harmless statement is not included in the proposal.

Signature of person authorized to bind proposer

Philip I. Weinberg
President, Global Spectrum, Inc.
General Partner of Global Spectrum, L.P.

July 17, 2015
Date
AFFIRMATIVE ACTION PLAN

The following contracts are subject to the City of Los Angeles Affirmative Action Program as required by the Los Angeles Administrative Code (LAAC) Section 10.8.4 et seq.:

- Every non-construction contract of $100,000 or more;
- Every construction contract of $5,000 or more.

Purpose - An affirmative action program is a management tool designed to ensure equal employment opportunity. A central premise underlying affirmative action is that, absent discrimination, over time a contractor’s workforce, generally, will reflect the gender, racial and ethnic profile of the available labor pools. Therefore, as part of its affirmative action program, a contractor monitors and examines its employment decisions and compensation systems to ensure equal employment practices, and takes steps to correct underutilization of women and minorities.

Contractors are subject to all provisions contained in LAAC Section 10.8.4 et seq. which can be found at http://beca.lacity.org. The excerpts below are provided to serve as a starting point for satisfying these requirements:

LAAC Section 10.8.4(B) The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to their race, religion, ancestry, national origin, sex, sexual orientation, age, disability, marital status or medical condition.

LAAC Section 10.8.4(K) The plan shall be subject to approval by the Office of Contract Compliance prior to award of the contract.

LAAC Section 10.8.4(M) The Affirmative Action Plan required to be submitted shall, without limitation as to the subject or nature of employment activity, be concerned with such employment practices as:

1. Apprenticeship where approved programs are functioning, and other on-the-job training for non-apprenticeable occupations;
2. Classroom preparation for the job when not apprenticeable;
3. Pre-apprenticeship education and preparation;
4. Upgrading training and opportunities;
5. Encouraging the use of contractors, subcontractors, and suppliers of all racial and ethnic groups, provided, however that any contract subject to this ordinance shall require the contractor, subcontractor or supplier to provide not less than the prevailing wage;
6. The entry of qualified women, minority and all other journeymen into the industry; and
7. The provision of needed supplies or job conditions to permit persons with disabilities to be employed, and minimize the impact of any disability.

LAAC Section 10.8.4(Q) All contractors subject to the provisions of the section shall include a like provision in all subcontracts awarded for work to be performed under the contract with the City and shall impose the same obligations, including but not limited to filing and reporting obligations, on the subcontractors as are applicable to the contractor.
CONTRACTOR DECLARATION

In pursuit of accomplishing the intent of the City’s Affirmative Action Program, the contractor certifies and agrees to immediately implement good faith efforts, measures to recruit and employ minority, women, and other potential staff in a nondiscriminatory manner including, but not limited to, the following actions. The contractor shall:

(a) Recruit and make efforts to obtain such employees.
(b) Continually evaluate personnel practices to assure that hiring, upgrading, promotions, transfers, demotions and layoffs are made in a nondiscriminatory manner so as to achieve and maintain a diverse work force.
(c) Utilize training programs and assist minority, women and other employees in locating, qualifying for and engaging in such training programs to enhance their skills and advancement.
(d) Maintain such records as are necessary to determine compliance with equal employment and affirmative action obligations, and making such records available to City, State and Federal authorities upon request.
(e) Said policies shall be provided to all employees, subcontractors, vendors, unions and all others with whom the contractor may become involved in fulfilling any of its contracts.

Requirements For Construction Contractors ONLY

Construction contractors are additionally subject to all provisions contained in LAAC Section 10.13 et. seq. which can be found at http://bca.lacity.org. As part of these provisions, construction contractors are required to:

1. Submit an Anticipated Employment Utilization Report (AEUR) with each new bid for purposes of effectuating this Affirmative Action Plan for the specific project. The AEUR can be found in the bid documents or at http://bca.lacity.org.

2. Establish a person at the management level of the contracting entity to be the Equal Employment Opportunity (EEO) Officer. Such individual must have the authority to disseminate and enforce the company’s Equal Employment and Affirmative Action Policies.

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By its execution hereof, the contractor accepts and submits the foregoing as its Affirmative Action Plan. I certify under penalty of perjury under the laws of the State of California that I have read and understood the foregoing requirements of LAAC Section 10.8 et seq. and agree to comply with them while under contract as set forth therein.

Executed this 17th day of July, 2015, in the year 2015, at Philadelphia, PA

Global Spectrum, L.P. d/b/a Spectra
COMPANY NAME

AUTHORIZED SIGNATURE
Philip I. Weinberg
President, Global Spectrum, Inc., its General Partner

215-952-5217 / Phil_Weinberg@comcastspectacor.com
TELEPHONE/E-MAIL

3601 South Broad Street
ADDRESS

Philadelphia, PA 19148
CITY, COUNTY, STATE, ZIP

OCC-AA-1 (Rev 6-5-12)
CITY OF LOS ANGELES
RESPONSIBILITY QUESTIONNAIRE

RESPONSES TO THE QUESTIONS CONTAINED IN THIS QUESTIONNAIRE MUST BE SUBMITTED ON THIS FORM. In responding to the Questionnaire, neither the City form, nor any of the questions contained therein, may be retyped, recreated, modified, altered, or changed in any way, in whole or in part. Bidders or Proposers that submit responses on a form that has been retyped, recreated, modified, altered, or changed in any way shall be deemed non-responsive.

The signatory of this Questionnaire guarantees the truth and accuracy of all statements and answers to the questions herein. Failure to complete and return this questionnaire, any false statements, or failure to answer (a) question(s) when required, may render the bid/proposal non-responsive. All responses must be typewritten or printed in ink. Where an explanation is required or where additional space is needed to explain an answer, use the Responsibility Questionnaire Attachments. Submit the completed form and all attachments to the awarding authority. Retain a copy of this completed form for future reference. Contractors must submit updated information to the awarding authority if changes have occurred that would render any of the responses inaccurate in any way. Updates must be submitted to the awarding authority within 30 days of the change(s).

A. CONTACT INFORMATION

CITY DEPARTMENT INFORMATION
Department of Recreation and Parks
Agnes Ko 213-202-4303
City Department/Division Awarding Contract City Contact Person Phone
CON-M15-001 Oversight of the Greek Theatre's Open Venue Model
City Bid or Contract Number (if applicable) and Project Title

BIDDER/CONTRACTOR INFORMATION
Global Spectrum, L.P. d/b/a Spectra
Bidder/Proposer Business Name
3601 South Broad Street Philadelphia PA 19148
Street Address City State Zip
Contact Person, Title Phone Fax

TYPE OF SUBMISSION:
The Questionnaire being submitted is:

☒ An initial submission of a completed Questionnaire.
☐ An update of a prior Questionnaire dated ______/_____/______.
☐ No change. I certify under penalty of perjury under the laws of the State of California that there has been no change to any of the responses since the last Responsibility Questionnaire dated ______/_____/______ was submitted by the firm. Attach a copy of that Questionnaire and sign below.

Philip I. Weinberg, President, Global Spectrum, Inc.,
the General Partner of Global Spectrum, L.P.
Print Name, Title Signature Date

TOTAL NUMBER OF PAGES SUBMITTED, INCLUDING ALL ATTACHMENTS: 1

Responsibility Questionnaire (Rev. 05/10/02)
B. BUSINESS ORGANIZATION/STRUCTURE
Indicate the organizational structure of your firm. “Firm” includes a sole proprietorship, corporation, joint venture, consortium, association, or any combination thereof.

☐ Corporation: Date incorporated: _____/_____/______ State of incorporation: ____________
List the corporation’s current officers.

President: ________________________________________________________________
Vice President: ___________________________________________________________
Secretary: ______________________________________________________________
Treasurer: ________________________________________________________________

☐ Check the box only if your firm is a publicly traded corporation.
List those who own 5% or more of the corporation’s stocks. Use Attachment A if more space is needed. Publicly traded corporations need not list the owners of 5% or more of the corporation’s stocks.

☐ Limited Liability Company: Date of formation: _____/_____/______ State of formation: ____________
List members who own 5% or more of the company. Use Attachment A if more space is needed.

☐ Partnership: Date formed: 5/12/1999 State of formation: Delaware
List all partners in your firm. Use Attachment A if more space is needed.

Global Spectrum Inc. (1% general partnership interest) __________________________
Comcast-Spectacor Ventures LLC (99% limited partnership interest) ________________

☐ Sole Proprietorship: Date started: _____/_____/______
List any firm(s) that you have been associated with as an owner, partner, or officer for the last five years. Use Attachment A if more space is needed. Do not include ownership of stock in a publicly traded company in your response to this question.

☐ Joint Venture: Date formed: _____/_____/______
List: (1) each firm that is a member of the joint venture and (2) the percentage of ownership the firm will have in the joint venture. Use Attachment A if more space is needed. Each member of the Joint Venture must complete a separate Questionnaire for the Joint Venture’s submission to be considered as responsive to the invitation.

__________________________________________ ________________________________
__________________________________________ ________________________________

Responsibility Questionnaire (Rev. 05/10/02) 2
C. OWNERSHIP AND NAME CHANGES

1. Is your firm a subsidiary, parent, holding company, or affiliate of another firm?
   ☑ Yes  ☐ No

   If Yes, explain on Attachment A the relationship between your firm and the associated firms. Include information about an affiliated firm only if one firm owns 50% or more of another firm, or if an owner, partner or officer of your firm holds a similar position in another firm.

2. Has any of the firm's owners, partners, or officers operated a similar business in the past five years?
   ☐ Yes  ☑ No

   If Yes, list on Attachment A the names and addresses of all such businesses, and the person who operated the business. Include information about a similar business only if an owner, partner or officer of your firm holds a similar position in another firm.

3. Has the firm changed names in the past five years?
   ☐ Yes  ☑ No  The legal name of the firm has not changed names but it should be noted that Global Spectrum, L.P. recently announced that it would be doing business as Spectra.

   If Yes, list on Attachment A all prior names, addresses, and the dates they were used. Explain the reason for each name change in the last five years.

4. Are any of your firm's licenses held in the name of a corporation or partnership?
   ☑ Yes  ☐ No  We believe this question is asking if licenses are held by another corporation or partnership. It should be noted that no licenses are held by another corporation or partnership and are all held by Global Spectrum, L.P.

   If Yes, list on Attachment A the name of the corporation or partnership that actually holds the license.

Bidders/Contractors must continue on to Section D and answer all remaining questions contained in this Questionnaire.

The responses to the remaining questions in this Questionnaire will not be posted on the internet but will be made available to the public for review upon request. Contact the appropriate Designated Administrative Agency.
D. FINANCIAL RESOURCES AND RESPONSIBILITY

5. Is your firm now, or has it ever been at any time in the last five years, the debtor in a bankruptcy case?
   □ Yes   ☒ No
   If Yes, explain on Attachment B the circumstances surrounding each instance.

6. Is your company in the process of, or in negotiations toward, being sold?
   □ Yes   ☒ No
   If Yes, explain the circumstances on Attachment B.

E. PERFORMANCE HISTORY

7. How many years has your firm been in business?     _________ Years.

8. Has your firm ever held any contracts with the City of Los Angeles or any of its departments?
   □ Yes   ☒ No
   If Yes, list on an Attachment B all contracts your firm has had with the City of Los Angeles for the last 10 years. For each contract listed in response to this question, include: (a) entity name; (b) purpose of contract; (c) total cost; (d) starting date; and (e) ending date.

9. List on Attachment B all contracts your firm has had with any private or governmental entity (other than the City of Los Angeles) over the last five years that are similar to the work to be performed on the contract for which you are bidding or proposing. For each contract listed in response to this question, include: (a) entity name; (b) purpose of contract; (c) total cost; (d) starting date; and (e) ending date.
   ☐ Check the box if you have not had any similar contracts in the last five years

10. In the past five years, has a governmental or private entity or individual terminated your firm’s contract prior to completion of the contract?
    □ Yes   ☒ No
    If Yes, explain on Attachment B the circumstances surrounding each instance.

11. In the past five years, has your firm used any subcontractor to perform work on a government contract when you knew that the subcontractor had been debarred by a governmental entity?
    □ Yes   ☒ No
    If Yes, explain on Attachment B the circumstances surrounding each instance.

12. In the past five years, has your firm been debarred or determined to be a non-responsible bidder or contractor?
    □ Yes   ☒ No
    If Yes, explain on Attachment B the circumstances surrounding each instance.
F. DISPUTES

13. In the past five years, has your firm been the defendant in court on a matter related to any of the following issues? For parts (a) and (b) below, check Yes even if the matter proceeded to arbitration without court litigation. For part (c), check Yes only if the matter proceeded to court litigation. If you answer Yes to any of the questions below, explain the circumstances surrounding each instance on Attachment B. You must include the following in your response: the name of the plaintiffs in each court case, the specific causes of action in each case; the date each case was filed; and the disposition/current status of each case.

(a) Payment to subcontractors?
☐ Yes  ☑ No

(b) Work performance on a contract?
☐ Yes  ☑ No

(c) Employment-related litigation brought by an employee?
☑ Yes  ☐ No

14. Does your firm have any outstanding judgements pending against it?
☐ Yes  ☑ No

If Yes, explain on Attachment B the circumstances surrounding each instance.

15. In the past five years, has your firm been assessed liquidated damages on a contract?
☐ Yes  ☑ No

If Yes, explain on Attachment B the circumstances surrounding each instance and identify all such projects, the amount assessed and paid, and the name and address of the project owner.

G. COMPLIANCE

16. In the past five years, has your firm or any of its owners, partners or officers, ever been investigated, cited, assessed any penalties, or been found to have violated any laws, rules, or regulations enforced or administered, by any of the governmental entities listed on Attachment C (Page 9)? For this question, the term “owner” does not include owners of stock in your firm if your firm is a publicly traded corporation.

☐ Yes  ☑ No

If Yes, explain on Attachment B the circumstances surrounding each instance, including the entity that was involved, the dates of such instances, and the outcome.

17. If a license is required to perform any services provided by your firm, in the past five years, has your firm, or any person employed by your firm, been investigated, cited, assessed any penalties, subject to any disciplinary action by a licensing agency, or found to have violated any licensing laws?
☐ Yes  ☑ No

If Yes, explain on Attachment B the circumstances surrounding each instance in the last five years.
18. In the past five years, has your firm, any of its owners, partners, or officers, ever been penalized or given a letter of warning by the City of Los Angeles for failing to obtain authorization from the City for the substitution of a Minority-owned (MBE), Women-owned (WBE), or Other (OBE) business enterprise?

☐ Yes ☐ No

If Yes, explain on Attachment B the circumstances surrounding each instance in the last five years.

H. BUSINESS INTEGRITY

19. For questions (a), (b), and (c) below, check Yes if the situation applies to your firm. For these questions, the term “firm” includes any owners, partners, or officers in the firm. The term “owner” does not include owners of stock in your firm if the firm is a publicly traded corporation. If you check Yes to any of the questions below, explain on Attachment B the circumstances surrounding each instance.

(a) Is a governmental entity or public utility currently investigating your firm for making (a) false claim(s) or material misrepresentation(s)?

☐ Yes ☐ No

(b) In the past five years, has a governmental entity or public utility alleged or determined that your firm made (a) false claim(s) or material misrepresentation(s)?

☐ Yes ☐ No

(c) In the past five years, has your firm been convicted or found liable in a civil suit for, making (a) false claim(s) or material misrepresentation(s) to any governmental entity or public utility?

☐ Yes ☐ No

20. In the past five years, has your firm or any of its owners or officers been convicted of a crime involving the bidding of a government contract, the awarding of a government contract, the performance of a government contract, or the crime of fraud, theft, embezzlement, perjury, bribery? For this question, the term “owner” does not include those who own stock in a publicly traded corporation.

☐ Yes ☐ No

If Yes, explain on Attachment B the circumstances surrounding each instance.

CERTIFICATION UNDER PENALTY OF PERJURY

I certify under penalty of perjury under the laws of the State of California that I have read and understand the questions contained in this questionnaire and the responses contained on all Attachments. I further certify that I have provided full and complete answers to each question, and that all information provided in response to this Questionnaire is true and accurate to the best of my knowledge and belief.

Philip I. Weinberg, President, Global Spectrum, Inc.
the General Partner of Global Spectrum, L.P.
Print Name, Title

Signature Date

July 17, 2015

Responsibility Questionnaire (Rev. 05/10/02)
In response to question C1., we have included below the organizational chart outlining the ownership structure of Global Spectrum, L.P.

![Organizational Chart](image)

In response to question C4, we believe this question is asking if licenses are held by another corporation or partnership. It should be noted that no licenses are held by another corporation or partnership and are all held by Global Spectrum, L.P.
ATTACHMENT B FOR SECTIONS D THROUGH H

Where additional information or an explanation is required, use the space below to provide the information or explanation. Information submitted on this sheet must be typewritten or printed in ink. Include the number of the question for which you are submitting additional information. Information submitted on this Attachment in response to Questions in Sections D through H will not be posted on the internet but will be made available to the public for review upon request. Make copies of this Attachment if additional pages are needed.
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Page 4 of 4
City of Los Angeles  
Department of Public Works  
Bureau of Contract Administration  
Office of Contract Compliance  
1149 S. Broadway, Suite 300, Los Angeles, CA 90015  
Phone: (213) 847-2625  
E-mail: bca.eeoe@lacity.org  

EBO COMPLIANCE

EQUAL BENEFITS ORDINANCE COMPLIANCE AFFIDAVIT

Prime contractors must certify compliance with Los Angeles Administrative Code (LAAC) Section 10.82.1 et seq. prior to the execution of a City agreement subject to the Equal Benefits Ordinance (EBO).

SECTION 1. CONTACT INFORMATION

Company Name: Global Spectrum, L.P. d/b/a Spectra BAVN Company ID # 76957

Company Address: 3601 South Broad Street

City: Philadelphia  
State: PA  
Zip: 19148

Contact Person: Todd Glickman  
Phone: 215-389-9587  
E-mail: Todd_Glickman@comcastspectacor.com

Approximate Number of Employees in the United States: 6,318

Approximate Number of Employees in the City of Los Angeles: 0

SECTION 2. EBO REQUIREMENTS

The EBO requires City Contractors who provide benefits to employees with spouses to provide the same benefits to employees with domestic partners. Domestic Partner means any two adults, of the same or different sex, who have registered as domestic partners with a governmental entity pursuant to state or local law authorizing this registration, or with an internal registry maintained by the employer of at least one of the domestic partners.

Unless otherwise exempt, the contractor is subject to and shall comply with the EBO as follows:

A. The contractor's operations located within the City limits, regardless of whether there are employees at those locations performing work on the City Contract; and

B. The contractor's operations located outside of the City limits if the property is owned by the City or the City has a right to occupy the property, and if the contractor's presence at or on the property is connected to a Contract with the City; and

C. The Contractor's employees located elsewhere in the United States, but outside of the City Limits, if those employees are performing work on the City Contract.

A Contractor must post a copy of the following statement in conspicuous places at its place of business available to employees and applicants for employment:

"During the performance of a Contract with the City of Los Angeles, the Contractor will provide equal benefits to its employees with spouses and its employees with domestic partners."
SECTION 3. COMPLIANCE OPTIONS

I have read and understand the provisions of the Equal Benefits Ordinance and have determined that this company will comply as indicated below:

☐...... I have no employees.

☐...... I provide no benefits.

☐...... I provide benefits to employees only. Employees are prohibited from enrolling their spouse or domestic partner.

☒...... I provide equal benefits as required by the City of Los Angeles EBO.

☐...... I provide employees with a “Cash Equivalent.” Note: The “Cash Equivalent” is the amount of money equivalent to what your company pays for spousal benefits that are unavailable for domestic partners, or vice versa.

☐...... All or some employees are covered by a collective bargaining agreement (CBA) or union trust fund. Consequently, I will provide Equal Benefits to all non-union represented employees, subject to the EBO, and will propose to the affected unions that they incorporate the requirements of the EBO into their CBA upon amendment, extension, or other modification of the CBA.

☐...... Health benefits currently provided do not comply with the EBO. However, I will make the necessary changes to provide Equal Benefits upon my next Open Enrollment period which begins on (Date) ____________________.

☐...... Our current company policies, i.e., family leave, bereavement leave, etc., do not comply with the provisions of the EBO. However, I will make the necessary modifications within three (3) months from the date of this affidavit.

SECTION 4. DECLARATION UNDER PENALTY OF PERJURY

I understand that I am required to permit the City of Los Angeles access to and upon request, must provide certified copies of all company records pertaining to benefits, policies and practices for the purpose of investigation or to ascertain compliance with the Equal Benefits Ordinance. I will notify the City’s Designated Administrative Agency if any changes are made that will affect our compliance with the Equal Benefits Ordinance. Furthermore, I understand that failure to comply with LAAC Section 10.8.2.1 et seq., Equal Benefits Ordinance may be deemed a material breach of any City contract by the Awarding Authority. The Awarding Authority may cancel, terminate or suspend in whole or in part, the contract; monies due or to become due under a contract may be retained by the City until compliance is achieved. The City may also pursue any and all other remedies at law or in equity for any breach. The City may use the failure to comply with the Equal Benefits Ordinance as evidence against the Contractor in actions taken pursuant to the provisions of the LAAC Section 10.40, et seq., Contractor Responsibility Ordinance.

Global Spectrum, L.P. d/b/a Spectra will comply with the Equal Benefits Ordinance requirements as indicated above prior to executing a contract with the City of Los Angeles and will comply for the entire duration of the contract(s).

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that I am authorized to bind this entity contractually.

Executed the 15th day of July 2015, in the year 2015, at Philadelphia, PA

(City) (State)

3601 South Broad Street

Mailing Address

Philadelphia, PA 19148

City, State, Zip Code

59-35999248

EIN/TIN

Signature

Philip I. Weinberg

Name of Signatory (please print)

President, Global Spectrum, Inc., its General Partner

Title

Form OCC/EBO-Affidavit (Rev 4/16/15)
# SCHEDULE A

**CITY OF LOS ANGELES**

**MBE/WBE/SBE/EBE/DVBE/OBE SUBCONTRACTORS INFORMATION FORM**

*(NOTE: COPY THIS PAGE AND ADD ADDITIONAL SHEETS AS NECESSARY, SIGN ALL SHEETS)*

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Oversight of the Greek Theatre's Open Venue Model</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proposer</strong></td>
<td>Global Spectrum, L.P. d/b/a Spectra</td>
</tr>
<tr>
<td><strong>Address</strong></td>
<td>3601 South Broad Street</td>
</tr>
<tr>
<td></td>
<td>Philadelphia, PA 19148</td>
</tr>
<tr>
<td><strong>Contact Person</strong></td>
<td>Todd Glickman</td>
</tr>
<tr>
<td><strong>Phone/Fax</strong></td>
<td>215-389-9587 / 215-952-5651</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>NAME, ADDRESS, TELEPHONE NO. OF SUBCONSULTANT</th>
<th>DESCRIPTION OF WORK OR SUPPLY</th>
<th>MBE/WBE/SBE/EBE/DVBE/OBE</th>
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<td>Iwen Hsu, CPA</td>
<td>Certified Public Accountant/annual audit</td>
<td>SBE</td>
<td>$140,000 per year</td>
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<tr>
<td>4133 N. Morada Avenue</td>
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<td>Covina, CA 91722</td>
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<td>Altech Protective Services</td>
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<tr>
<td>4532 W. tittner Blvd. Suite 206</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Los Angeles CA 90022</td>
<td></td>
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<td>1625 N. Vernon Avenue</td>
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<td></td>
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<tr>
<td>Los Angeles CA 90062</td>
<td></td>
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<tr>
<td>550 N. Brand Blvd., Ste 1830,</td>
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<td>Glendale, CA 91203</td>
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<td>BASE BID AMOUNT</td>
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Signature of Person Completing this Form

Todd Glickman

Printed Name of Person Completing this Form

SVP, Business Development 7/20/15

Title Date

MUST BE SUBMITTED WITH PROPOSAL

Rev. 07/01/11 (Citywide RFP – BAVN BiP)
SCHEDULE A
CITY OF LOS ANGELES
MBE/WBE/SBE/EBE/DVBE/OBE SUBCONTRACTORS INFORMATION FORM

(Note: Copy this page and add additional sheets as necessary, sign all sheets)

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<table>
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<tr>
<th>LIST OF ALL SUBCONSULTANTS (SERVICE PROVIDERS/SUPPLIERS/ETC.)</th>
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<tr>
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<tr>
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<tr>
<td>Empire Transportation, Inc. (562) 529-2676 Ext. 114 8800 Park Street Bellflower, CA 90706</td>
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Signature of Person Completing this Form
Todd Glickman
SVP, Business Development 7/20/15

Printed Name of Person Completing this Form

MUST BE SUBMITTED WITH PROPOSAL

Rev. 07/01/11 (Citywide RFP – BAVN BIP)
Oversight of the Greek Theatre's Open Venue Model

BIP Outreach Summary

<table>
<thead>
<tr>
<th>NAICS Work Areas</th>
<th>Minimum Requirements</th>
<th>Number of Certified and Other Firms Contacted Per Work Area</th>
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<td>25</td>
<td>All Other Transit and Ground Passenger Transportation</td>
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<tr>
<td>524126</td>
<td>7</td>
<td>Direct Property and Casualty Insurance Carriers</td>
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<td>524128</td>
<td>6</td>
<td>Other Direct Insurance (except Life, Health, and Medical) Carriers</td>
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<td>541110</td>
<td>29</td>
<td>Offices of Lawyers</td>
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<td>541120</td>
<td>5</td>
<td>Offices of Notaries</td>
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<td>541211</td>
<td>22</td>
<td>Offices of Certified Public Accountants</td>
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<td>541214</td>
<td>21</td>
<td>Payroll Services</td>
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<td>541219</td>
<td>25</td>
<td>Other Accounting Services</td>
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<tr>
<td>561612</td>
<td>38</td>
<td>Security Guards and Patrol Services</td>
</tr>
<tr>
<td>561720</td>
<td>29</td>
<td>Janitorial Services</td>
</tr>
</tbody>
</table>

In addition to performing the required outreach, a bidder/proposer must also complete their on-line Summary Sheet. A bidder/proposer's failure to utilize the BAVN's Summary Sheet function will result in their bid/proposal being deemed non-responsive.

BIP Supporting Documents

No documents uploaded.
Bids Submitted by Sub-Contractors

No Sub-Contractors bid has been submitted.

Prime Contractor Summary

<table>
<thead>
<tr>
<th>Company Summary</th>
</tr>
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<tbody>
<tr>
<td>Vendor ID: 76957</td>
</tr>
<tr>
<td>Name: Global Spectrum, L.P.</td>
</tr>
<tr>
<td>Address: 3601 South Broad Street Philadelphia, PA 19148</td>
</tr>
<tr>
<td>Phone: 215-389-9587</td>
</tr>
<tr>
<td>Fax:</td>
</tr>
<tr>
<td>Tax ID:</td>
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<td>BTRC:</td>
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<td>Certs:</td>
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</table>

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<tr>
<th>Company Staff</th>
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<tbody>
<tr>
<td>Name</td>
</tr>
<tr>
<td>Leibowitz, David (Main Contact)</td>
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</tbody>
</table>
### BIP Summary Sheet

<table>
<thead>
<tr>
<th>Subcontractors</th>
<th>Contacted</th>
<th>Responded</th>
<th>Response/Bid</th>
<th>Notes/Reasons for selection/non-selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>485999: All Other Transit and Ground Passenger Transportation</td>
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<td>524126: Direct Property and Casualty Insurance Carriers</td>
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<td>54110: Offices of Notaries</td>
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<td>54111: Offices of Certified Public Accountants</td>
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<td>54112: Payroll Services</td>
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<td>54119: Other Accounting Services</td>
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<tr>
<td>56162: Security Guards and Patrol Services</td>
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<tr>
<td>56172: Janitorial Services</td>
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<tr>
<td>Prime Contractors</td>
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<tr>
<td>Extended List</td>
<td></td>
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<tr>
<td>Other Work Areas</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Lindborg & Mazor LLP**  
(818) 637-8325  
certs: WBE, DBE  
Rate quoted as hourly rate. No selection of vendor pending other competitive bids received and amount of work required.
**LEGEND**

- Listed sub has been selected by the prime to work on this opportunity.
- [s] Sub self-submitted their quote to the prime. Contact will count towards your outreach goals.
- [p] Prime manually added the sub to the sheet. Contact will not count towards your outreach goals.
- Company already listed under a previous work area.

**CERTIFICATIONS**

- DBE: Disadvantaged Business Enterprise
- DVBE: Disabled Veteran Business Enterprise
- EBE: Emerging Business Enterprise
- LBE: Local Business Enterprise
- MBE: Minority-Owned Business Enterprise
- SBE: Small Business Enterprise (Los Angeles)
- SLB: Small Local Business
- WBE: Women-Owned Business Enterprise
Bidder Certification
CEC Form 50

This form must be submitted to the awarding authority with your bid or proposal for the contract noted below. Please write legibly.

<table>
<thead>
<tr>
<th>Original filing</th>
<th>Amended filing (original signed on ___________; last amendment signed on ___________)</th>
</tr>
</thead>
</table>

Bid/Contract/BAVN Number:  
BAVN #23924

Awarding Authority (Department):  
Department of Recreation and Parks

Name of Bidder:  
Global Spectrum, L.P.

Phone:  
215-952-5217

Address:  
3601 South Broad Street Philadelphia, PA 19148

Email:  
phil_weinberg@comcastspectacor.com

CERTIFICATION

I certify the following on my own behalf or on behalf of the entity named above, which I am authorized to represent:

A. I am a person or entity that is applying for a contract with the City of Los Angeles.

B. The contract for which I am applying is an agreement for one of the following:
   1. The performance of work or service to the City or the public;
   2. The provision of goods, equipment, materials, or supplies;
   3. Receipt of a grant of City financial assistance for economic development or job growth, as further described in Los Angeles Administrative Code § 10.40.1(h); or
   4. A public lease or license of City property where both of the following apply, as further described in Los Angeles Administrative Code § 10.37.1(f):
      a. I provide services on the City property through employees, sublessees, sublicensees, contractors, or subcontractors, and those services:
         i. Are provided on premises that are visited frequently by substantial numbers of the public; or
         ii. Could be provided by City employees if the awarding authority had the resources; or
         iii. Further the proprietary interests of the City, as determined in writing by the awarding authority.
      b. I am not eligible for exemption from the City's living wage ordinance, as eligibility is described in Los Angeles Administrative Code § 10.37.1(f)(b).

C. The value and duration of the contract for which I am applying is one of the following:
   1. For goods or services contracts—a value of more than $25,000 and a term of at least three months;
   2. For financial assistance contracts—a value of at least $100,000 and a term of any duration; or
   3. For construction contracts, public leases, or licenses—any value and duration.

D. I acknowledge and agree to comply with the disclosure requirements and prohibitions established in the Los Angeles Municipal Lobbying Ordinance if I qualify as a lobbying entity under Los Angeles Municipal Code § 48.02.

I certify under penalty of perjury under the laws of the City of Los Angeles and the state of California that the information in this form is true and complete.

Date: June 17, 2015

Signature: [Signature]

Name: Philip L. Weinberg

Title: President, Global Spectrum, Inc.

President, Global Spectrum, Inc.

the General Partner of Global Spectrum, L.P.
Prohibited Contributors (Bidders)
CEC Form 55

This form must be completed in its entirety and submitted to the awarding authority with your bid or proposal for the contract noted below. A bid or proposal that does not include a completed form will be deemed nonresponsive. Please write legibly.

Original filing  □ Amended filing (original signed on __________; last amendment signed on __________)

Bid/Contract/BAVN Number (or other identifying information if no number): BAVN # 23924

Date Bid Submitted: July 21, 2015

Description of Contract:
Oversight of the Greek Theatre's Open Venue Model

Awarding Authority (Department):
The Department of Recreation and Parks

BIDDER
Name: Global Spectrum, L.P. d/b/a/ Spectra

Address: 3601 South Broad Street  Philadelphia, PA 19148

Email (optional):                   Phone: 215-389-9587

State Contractor ID: not applicable

State ID must be disclosed for identification purposes, even if not performing work on this contract under that license. If the bidder does not have a state contractor ID, indicate "not applicable".

PRINCIPALS
Please identify the names and titles of all principals (attach additional sheets if necessary). Principals include a bidder's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the bidder of at least 20 percent and employees of the bidder who are authorized by the bid or proposal to represent the bidder before the City.

Name: John Page  Title: President
Address: 3601 South Broad Street  Philadelphia, PA 19148

Name: Hank Abate  Title: SVP, Stadiums and Arenas
Address: 3601 South Broad Street  Philadelphia, PA 19148

Name: Todd Glickman  Title: SVP, Business Development & Client Relations
Address: 3601 South Broad Street  Philadelphia, PA 19148

Name: Kenneth Wajda  Title: Vice President, Finance
Address: 3601 South Broad Street  Philadelphia, PA 19148

□ _____ additional sheets are attached.  □ Bidder is an individual and no other principals exist.
As of the date of this submittal, Global Spectrum, L.P. d/b/a Spectra had not contracted with any subcontractors whose subcontracts are worth $100,000 or more.

Prohibited Contributors (Bidders)
CEC Form 55

SUBCONTRACTORS
Please identify all subcontractors whose subcontracts are worth $100,000 or more (attach additional sheets if necessary). If the subcontractor has a state contractor license, the ID must be disclosed for identification purposes, even if the subcontractor is not performing work on this contract under that license.

Subcontractor: ____________________________
Address: ____________________________
State Contractor ID (for identification purposes; if none, indicate "not applicable"): ____________________________

Subcontractor: ____________________________
Address: ____________________________
State Contractor ID (for identification purposes; if none, indicate "not applicable"): ____________________________

Subcontractor: ____________________________
Address: ____________________________
State Contractor ID (for identification purposes; if none, indicate "not applicable"): ____________________________

Subcontractor: ____________________________
Address: ____________________________
State Contractor ID (for identification purposes; if none, indicate "not applicable"): ____________________________

Subcontractor: ____________________________
Address: ____________________________
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Address: ____________________________
State Contractor ID (for identification purposes; if none, indicate "not applicable"): ____________________________

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Address: ____________________________
State Contractor ID (for identification purposes; if none, indicate "not applicable"): ____________________________

Subcontractor: ____________________________
Address: ____________________________
State Contractor ID (for identification purposes; if none, indicate "not applicable"): ____________________________

Subcontractor: ____________________________
Address: ____________________________
State Contractor ID (for identification purposes; if none, indicate "not applicable"): ____________________________

☐ _____ additional sheets are attached. ☐ Bidder has no subcontractors on this bid or proposal whose subcontracts are worth $100,000 or more.
As of the date of this submittal, Global Spectrum, L.P. d/b/a Spectra had not
contracted with any subcontractors whose subcontracts are worth $100,000 or more.

---

**Prohibited Contributors (Bidders)**

**CEC Form 55**

---

**PRINCIPALS OF SUBCONTRACTORS**

Please identify the names and titles of all principals for each subcontractor identified on page 2 (attach additional sheets if necessary). Principals include a subcontractor’s board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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Subcontractor:

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<th>Name</th>
<th>Title</th>
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Subcontractor:

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</table>

Subcontractor:

- Of the subcontractors identified on page 2, the following are individuals and no other principals exist (attach additional sheets if necessary):

  Subcontractor:

  Subcontractor:

- Additional sheets are attached.

- Bidder has no subcontractors on this bid or proposal whose subcontracts are worth $100,000 or more.

---

**CERTIFICATION**

I certify that I understand, will comply with, and have notified my principals and subcontractors of the requirements and restrictions in Los Angeles City Charter section 470(c)(12) and any related ordinances. I understand that I must amend this form within ten business days if the information above changes. I certify under penalty of perjury under the laws of the City of Los Angeles and the state of California that the information provided above is true and complete.

Date: July 17, 2015

Signature: [Signature]

Name: Philip I. Weinberg

Title: President, Global Spectrum Inc.

[Signature]

Under Los Angeles City Charter § 470(c)(12), this form must be submitted to the awarding authority with your bid or proposal. A bid or proposal that does not include a completed Form 55 will be deemed nonresponsive.
FIRST SOURCE HIRING ORDINANCE COMPLIANCE AFFIDAVIT

Contractors (including loan or grant recipients) participating on a City contract that is subject to the First Source Hiring Ordinance (FSHO) are required to certify their compliance prior to contract execution.

As part of their obligations under the FSHO, Contractors must provide the Awarding Department a list of anticipated employment opportunities that they and their subcontractors expect to fill in order to perform the services under the contract. The FSHO-1 form (available at [http://bca.lacity.org](http://bca.lacity.org)) should be utilized to inform the Awarding Authority of any such opportunities. If no opportunities are anticipated, contractors do not need to submit the FSHO-1 form prior to contract award, but must report any subsequent employment opportunities on the FSHO-3 form (available at [http://bca.lacity.org](http://bca.lacity.org)) as described below.

During the term of the contract, the contractor and their subcontractors shall:

1. At least seven business days prior to making an announcement of a specific employment opportunity, provide notification of that employment opportunity by submitting the FSHO-3 form to the Economic and Workforce Development Department;
2. Interview qualified individuals referred by the City’s referral resources; and
3. Prior to filling any employment opportunity, inform the Office of Contract Compliance of the names of the referral resources used, the names of the individuals referred, and the names of the referred individuals who were interviewed. If the referred individuals were not hired, the contractor should also provide the reasons they were not hired.

DECLARATION UNDER PENALTY OF PERJURY

I am aware of my obligations under Los Angeles Administrative Code (LAAC) Section 10.44 et seq., First Source Hiring Ordinance, and understand that failure to comply may result in contract termination. The City may also pursue any and all other remedies at law or in equity for any breach. The City may use the failure to comply with the First Source Hiring Ordinance as evidence against the contractor in actions taken pursuant to the provisions of the LAAC Section 10.39 et seq. and 10.40 et seq., Contractor Responsibility Ordinance.

Global Spectrum, L.P. d/b/a Spectra will fully comply with the First Source Hiring Ordinance requirements.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that I am authorized to bind this entity contractually.

Executed this 17th day of July, 2015, at Philadelphia, PA.

[Signature]

[Name of Signatory (Please Print)]

President, Global Spectrum, Inc., its General Partner

Title

76957

BAVN ID No.

3601 South Broad Street

Mailing Address

Philadelphia, PA 19148

City, State, Zip Code

59-3599248

EIN/TIN

Phil_Weinberg@comcastspectacor.com

E-Mail

Form OCC/FSHO-Affidavit (Rev 4/22/15)
Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

Name (as shown on your income tax return)

Global Spectrum, L.P.

Business name/disregarded entity name, if different from above

Check appropriate box for federal tax classification:

- Individual/sole proprietor
- C Corporation
- S Corporation
- Partnership
- Trust/estate
- Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership)

Exemptions (see instructions):

Exempt payee code (if any)

Exemption from FATCA reporting code (if any)

Other (see instructions)

Limited Partnership

Address (number, street, and apt. or suite no.)

3601 South Broad Street

City, state, and ZIP code

Philadelphia, PA 19148

List account number(s) here (optional)

Requester’s name and address (optional)

Part I  Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see How to get a TIN on page 5.

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number

Employer identification number

Part II  Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number, and I am waiting for a number to be issued to me, and

2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Signature of U.S. person

Date

7/15/15

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. The IRS has created a page on IRS.gov for information about Form W-9, at www.irs.gov/w9. Information about any future developments affecting Form W-9 (such as legislation enacted after we release it) will be posted on that page.

Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, payments made to you in settlement of payment card and third party network transactions, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),

2. Certify that you are not subject to backup withholding, or

3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners’ share of effectively connected income, and

4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from FATCA reporting, is correct.

Note. If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester’s form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 31.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners’ share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.
CITY OF LOS ANGELES

NONDISCRIMINATION • EQUAL EMPLOYMENT PRACTICES
CONSTRUCTION & NON-CONSTRUCTION CONTRACTOR

Los Angeles Administrative Code (LAAC), Division 10, Chapter 1, Article 1, Section 10.8 stipulates that the City of Los Angeles, in letting and awarding contracts for the provision to it or on its behalf of goods or services of any kind or nature, intends to deal only with those contractors that comply with the non-discrimination and Affirmative Action provisions of the laws of the United States of America, the State of California and the City of Los Angeles. The City and each of its awarding authorities shall therefore require that any person, firm, corporation, partnership or combination thereof, that contracts with the City for services, materials or supplies, shall not discriminate in any of its hiring or employment practices, shall comply with all provisions pertaining to nondiscrimination in hiring and employment, and shall require Affirmative Action Programs in contracts in accordance with the provisions of the LAAC. The awarding authority and/or Office of Contract Compliance of the Department of Public Works shall monitor and inspect the activities of each contractor to determine that they are in compliance with the provisions of this chapter.

I. Los Angeles Administrative Code Section 10.8.2 All Contracts: Non-discrimination Clause

Notwithstanding any other provision of any ordinance of the City of Los Angeles to the contrary, every contract which is let, awarded or entered into with or on behalf of the City of Los Angeles, shall contain by insertion therein a provision obligating the contractor in the performance of such contract not to discriminate in his or her employment practices against any employee or applicant for employment because of the applicant’s race, religion, national origin, ancestry, sex, sexual orientation, age, disability, marital status, domestic partner status, or medical condition. All contractors who enter into such contracts with the City shall include a like provision in all subcontracts awarded for work to be performed under the contract with the City. Failure of the contractor to comply with this requirement or to obtain the compliance of its subcontractors with such obligations shall subject the contractor to the imposition of any and all sanctions allowed by law, including but not limited to termination of the contractor’s contract with the City.


Every non-construction contract with or on behalf of the City of Los Angeles for which the consideration is $1,000 or more, and every construction contract for which the consideration is $1,000 or more, shall contain the following provisions, which shall be designated as the EQUAL EMPLOYMENT PRACTICES provision of such contract:

A. During the performance of this contract, the contractor agrees and represents that it will provide equal employment practices and the contractor and each subcontractor hereunder will ensure that in his or her employment practices persons are employed and employees are treated equally and without regard to or because of race, religion, ancestry, national origin, sex, sexual orientation, age, disability, marital status or medical condition.

1. This provision applies to work or service performed or materials manufactured or assembled in the United States.

2. Nothing in this section shall require or prohibit the establishment of new classifications of employees in any given craft, work or service category.

3. The contractor agrees to post a copy of Paragraph A hereto in conspicuous places at its place of business available to employees and applicants for employment.

B. The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to their race, religion, ancestry, national origin, sex, sexual orientation, age, disability, marital status or medical condition.

C. As part of the City’s supplier registration process, and/or at the request of the awarding authority, or the Board of Public Works, Office of Contract Compliance, the contractor shall certify in the specified format that he or she has not discriminated in the performance of City contracts against any employee or applicant for employment on the basis or because of race, religion, national origin, ancestry, sex, sexual orientation, age, disability, marital status or medical condition.

D. The contractor shall permit access to and may be required to provide certified copies of all of his or her records pertaining to employment and to employment practices by the awarding authority or the Office of Contract Compliance for the purpose of investigation to ascertain compliance with the Equal Employment Practices provisions of City contracts. On their or either of their request the contractor shall provide evidence that he or she has or will comply therewith.

E. The failure of any contractor to comply with the Equal Employment Practices provisions of this contract may be deemed to be a material breach of City contracts. Such failure shall only be established upon a finding to that effect by the awarding authority, on the basis of its own investigation or that of the Board of Public Works, Office of Contract Compliance. No such finding shall be made or penalties assessed except upon a full and fair hearing after notice and an opportunity to be heard has been given to the contractor.
F. Upon a finding duly made that the contractor has failed to comply with the Equal Employment Practices provisions of a City contract, the contract may be forthwith canceled, terminated or suspended, in whole or in part, by the awarding authority, and all monies due or to become due hereunder may be forwarded to and retained by the City of Los Angeles. In addition thereto, such failure to comply may be the basis for a determination by the awarding authority or the Board of Public Works that the said contractor is an irresponsible bidder or proposer pursuant to the provisions of Section 371 of the Charter of the City of Los Angeles. In the event of such a determination, such contractor shall be disqualified from being awarded a contract with the City of Los Angeles for a period of two years, or until the contractor shall establish and carry out a program in conformance with the provisions hereof.

G. Notwithstanding any other provision of this contract, the City of Los Angeles shall have any and all other remedies at law or in equity for any breach hereof.

H. The Board of Public Works shall promulgate rules and regulations through the Office of Contract Compliance, and provide necessary forms and required language to the awarding authorities to be included in City Request for Bids or Request for Proposal packages or in supplier registration requirements for the implementation of the Equal Employment Practices provisions of this contract, and such rules and regulations and forms shall, so far as practicable, be similar to those adopted in applicable Federal Executive orders. No other rules, regulations or forms may be used by an awarding authority of the City to accomplish the contract compliance program.

I. Nothing contained in this contract shall be construed in any manner so as to require or permit any act which is prohibited by law.

J. At the time a supplier registers to do business with the City, or when an individual bid or proposal is submitted, the contractor shall agree to adhere to the Equal Employment Practices specified herein during the performance or conduct of City Contracts.

K. Equal Employment Practices shall, without limitation as to the subject or nature of employment activity, be concerned with such employment practices as:

1. Hiring practices;

2. Apprenticeships where such approved programs are functioning, and other on-the-job training for non-apprenticeable occupations;

3. Training and promotional opportunities; and

4. Reasonable accommodations for persons with disabilities.

L. All contractors subject to the provisions of this section shall include a like provision in all subcontracts awarded for work to be performed under the contract with the City and shall impose the same obligations, including but not limited to filing and reporting obligations, on the subcontractors as are applicable to the contractor. Failure of the contractor to comply with this requirement or to obtain the compliance of its subcontractors with all such obligations shall subject the contractor to the imposition of any and all sanctions allowed by law, including but not limited to termination of the contractor’s contract with the City.

**Equal Employment Practices Provisions Certification – The Contractor by its signature affixed hereto declares under penalty of perjury that:**

1. The Contractor has read the Nondiscrimination Clause in Section I above and certifies that it will adhere to the practices in the performance of all contracts.

2. The Contractor has read the Equal Employment Practices Provisions as contained in Section II above and certifies that it will adhere to the practices in the performance of any construction contract or non-construction contract of $1,000 or more.

Global Spectrum, L.P. d/b/a Spectra

**COMPANY NAME**

3601 South Broad Street

**ADDRESS**

Philadelphia, PA 19148

**CITY, COUNTY, STATE, ZIP**

Authorized Signature

Phil Weinberg,
President, Global Spectrum, Inc., its General Partner

**NAME AND TITLE (TYPE OR PRINT)**

215-952-5217 / Phil_Weinberg@comcastspectacor.com

**TELEPHONE/E-MAIL**

Form OCC/ND-EJP-1 (7/11)
I.4. Background and Experience

I.4.2.1 Owner Description

I.4.2.1.1 Address
Spectra by Comcast Spectacor
Wells Fargo Center
3601 S Broad Street
Philadelphia, PA 19148

I.4.2.1.2 Length in Business
Global Spectrum, L.P. d/b/a Spectra Venue Management was formed in May 1999 and the company has been operating for a total of 16 years and 2 months.

I.4.2.1.3 Company Type
Spectra Venue Management’s Current Organization
Global Spectrum, L.P. is a Delaware limited partnership, doing business as Spectra Venue Management. The sole general partner of Global Spectrum, L.P. is Global Spectrum Inc., a Pennsylvania corporation. The sole limited partner of Global Spectrum, L.P. is Comcast Spectacor Ventures, LLC, a Pennsylvania limited liability company.

- Global Spectrum Inc. (1% ownership)
- Comcast Spectacor Ventures LLC (99% ownership)

I.4.2.1.4 Company Size
Global Spectrum, L.P. d/b/a Spectra Venue Management employs a total of 6,358 employees made up of 1,240 full-time and 5,118 part-time employees (as of June 30, 2015).

As of the audit completed for the fiscal year ending June 30, 2014, our annual gross revenue is $169,508,622. Our audit for fiscal year ending June 30, 2015 has not been completed as of the time of our submittal. We would be happy to supply any updated financial information to the Department upon the completion of the audit.
1.4.2.1.5. Organizational chart
I.4.2.1.6 Operational Oversight

Our senior leadership team includes many of the industry’s most recognized and respected names. They’re innovative thinkers from all aspects of venue management and operations. They’re knowledgeable veterans with a proven record of successfully integrating management, marketing, operations, and event bookings under a single private management agreement. And they all share the same goal: to provide the hands-on corporate support it takes to make the Greek Theatre successful.

Below is a listing of our Corporate Executives, as well as our network of mentors that will be providing direct support and oversight to our on-site staff at the Greek Theatre. Full biographies for these executives can be found in Appendix A.

Corporate Support
- John Page – President
- Todd Glickman – Senior Vice President, Business Development and Client Relations
- Frank Russo Jr. – Senior Vice President, Business Development and Client Relations
- Hank Abate – Senior VP, Arenas and Stadiums
- Brock Jones – Vice President, Booking
- Peter Zingoni – Director, Business Development and Client Relations
- Robert Schwartz – Vice President, Marketing
- Ike Richman – Vice President, Public Relations
- Bryan Furey – Senior Vice President, Corporate Partnerships
- Michael Ahearn – Vice President, Operations
- Dan Rubino – Director, Projects
- Kenneth Wajda – Vice President, Finance
- David Leibowitz – Director, Financial Analysis and Planning
- Lewis Bostic – Vice President, Risk Management
- Brian Rothenberg – Vice President and Senior Deputy General Counsel
- Michael Hasson – Vice President, Security and Services
- Alice Fei – Vice President, Human Resources

Mentor Support
Spectra facilities support each other and create an unparalleled network of collaboration and education. Our network gains strength and becomes more extensive with every new facility that joins our growing client list. The foundation of this network is our people, trained professionals with years of experience.

In addition to the support provided by from our corporate headquarters in Philadelphia, Spectra will also make available to the Department and the Greek Theatre regional “mentor” support from our staff that the University of Phoenix Stadium in Glendale, Gila River Arena in Glenda, AZ, and the Mountain Winery in Saratoga, CA. This support will include assistance in the areas of marketing, operations, management and other areas as necessary. Our mentor support system also allows our venues to share key information about industry trends, education, experiences, ideas, discussion of challenges and solutions.
- Peter Sullivan – Regional Vice President, GM, University of Phoenix Stadium
- Scott Norton – Director, Marketing & PR, University of Phoenix Stadium
- Don Riccardi – General Manager, Mountain Winery
- Tim Johnson – Regional Finance Director
- Susie Quintela – Regional HR Manager
- Tim Landis – Assistant General Manager, Gila River Arena
- Jeff Jones - Director of Parking Services, Gila River Arena
- Sam Cornejo – Director of Security, Gila River Arena
1.4.2.1.7. Pending Mergers

Global Spectrum d/b/a Spectra Venue Management is not currently involved in any pending mergers.

1.4.2.1.8. Ownership Information for all Proposed Subcontractors

At this time, Spectra is not contracted with any proposed subcontractors for the scope of services at the Greek Theatre. We have completed the required Business Inclusion Plan Outreach, and will work closely with the Department to provide required information regarding any hired subcontractors.

1.4.2.2 Experience

Company Structure: Spectra Brand Announcement

On June 2, Spectra became one of three primary businesses of Comcast Spectacor along with the Philadelphia Flyers and The Wells Fargo Center. Global Spectrum, Ovations Food Services and Paciolan, are now a part of one of Spectra’s three divisions: Venue Management (formerly Global Spectrum), Food Services & Hospitality (formerly Ovations Food Services), and Ticketing & Fan Engagement (formerly Paciolan).

Serving our customers as one brand, we can proudly say we support over 300 clients at more than 400 properties around the world, with millions of annual visitors experiencing the Spectra attention to detail in every aspect of live events.

What’s not changing is our commitment to how we serve our customers. The Greek Theatre will experience the same great service and the same high-level of professionalism that all of our customers have grown accustomed to. We are not overhauling the way we work together day-to-day, rather, we are enhancing the way we work by providing our customers with seamless integration of Comcast Spectacor’s variety of services.

Overview

Venues. Spectra Venue Management has enjoyed a record growth rate in the venue management industry. We now manage 138 venues, primarily in North America, but also in South Asia and the Middle East. The types of venues include the following:

- 53 arenas
- 34 convention and exhibition centers
- 8 stadiums
- 13 performing arts centers/theaters
- 30 specialized venues (ice venues, fairground/equestrian centers, amphitheater, retail and entertainment districts)

Our managed venue list has been provided on the following pages.
### Arenas

<table>
<thead>
<tr>
<th>City</th>
<th>Venue</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbotsford, BC, Canada</td>
<td>Abbotsford Centre</td>
<td>8,500</td>
</tr>
<tr>
<td>Aiken, SC</td>
<td>Aiken Convocation Center, University of South Carolina</td>
<td>4,000</td>
</tr>
<tr>
<td>Allentown, PA</td>
<td>PPL Center</td>
<td>9,700</td>
</tr>
<tr>
<td>Amherst, MA</td>
<td>Mullins Center, University of Massachusetts Amherst</td>
<td>10,000</td>
</tr>
<tr>
<td>Anchorage, AK</td>
<td>University of Alaska Anchorage Alaska Airlines Center</td>
<td>5,000</td>
</tr>
<tr>
<td>Atlantic City, NJ</td>
<td>Boardwalk Hall</td>
<td>14,500</td>
</tr>
<tr>
<td>Augusta, GA</td>
<td>James Brown Arena</td>
<td>8,700</td>
</tr>
<tr>
<td>Bangor, ME</td>
<td>Cross Insurance Center</td>
<td>8,078</td>
</tr>
<tr>
<td>Cleveland, OH</td>
<td>Wolstein Center, Cleveland State University</td>
<td>14,000</td>
</tr>
<tr>
<td>Clovis, NM</td>
<td>Curry County Events Center</td>
<td>6,500</td>
</tr>
<tr>
<td>Coral Gables, FL</td>
<td>BankUnited Center, University of Miami</td>
<td>9,830</td>
</tr>
<tr>
<td>Corpus Christi, TX</td>
<td>Central Pavilion Arena</td>
<td>4,000</td>
</tr>
<tr>
<td>Dawson Creek, BC, Canada</td>
<td>EnCana Events Centre</td>
<td>6,500</td>
</tr>
<tr>
<td>Des Moines, IA</td>
<td>Wells Fargo Arena</td>
<td>16,980</td>
</tr>
<tr>
<td>Enid, OK</td>
<td>Enid Event Center</td>
<td>4,000</td>
</tr>
<tr>
<td>Everett, WA</td>
<td>XFINITY Arena at Everett</td>
<td>10,000</td>
</tr>
<tr>
<td>Fayetteville, NC</td>
<td>Crown Center Coliseum</td>
<td>10,000</td>
</tr>
<tr>
<td>Fayetteville, NC</td>
<td>Crown Arena</td>
<td>4,500</td>
</tr>
<tr>
<td>Glendale, AZ</td>
<td>Gila River Arena (formerly Jobing.com Arena)</td>
<td>18,000</td>
</tr>
<tr>
<td>Hamilton, ON, Canada</td>
<td>FirstOntario Centre</td>
<td>19,000</td>
</tr>
<tr>
<td>Hartford, CT</td>
<td>XL Center</td>
<td>16,500</td>
</tr>
<tr>
<td>Hobbs, NM</td>
<td>Lea County Event Center</td>
<td>6,071</td>
</tr>
<tr>
<td>Hoffman Estates, IL</td>
<td>Sears Centre Arena</td>
<td>11,800</td>
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<td>Independence, MO</td>
<td>Independence Events Center</td>
<td>5,800</td>
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<tr>
<td>Indiana, PA</td>
<td>Kovalchick Convention &amp; Athletic Complex, Indiana Univ. of PA</td>
<td>5,000</td>
</tr>
<tr>
<td>Kingston, RI</td>
<td>Ryan Center, University of Rhode Island</td>
<td>7,700</td>
</tr>
<tr>
<td>London, ON, Canada</td>
<td>Budweiser Gardens</td>
<td>10,000</td>
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<tr>
<td>Loveland, CO</td>
<td>Budweiser Events Center at the Ranch</td>
<td>7,200</td>
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<tr>
<td>Lowell, MA</td>
<td>Tsongas Center at UMass Lowell, Univ. of Massachusetts Lowell</td>
<td>7,800</td>
</tr>
<tr>
<td>Macau, China</td>
<td>Studio City Entertainment Center</td>
<td>5,000</td>
</tr>
<tr>
<td>Muskogee, OK</td>
<td>Muskogee Civic Center</td>
<td>3,643</td>
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<tr>
<td>Nampa, ID</td>
<td>Ford Idaho Center Arena</td>
<td>12,657</td>
</tr>
<tr>
<td>Norfolk, VA</td>
<td>Ted Constant Convocation Center, Old Dominion University</td>
<td>9,500</td>
</tr>
<tr>
<td>Orlando, FL</td>
<td>CFE Arena, University of Central Florida</td>
<td>10,000</td>
</tr>
<tr>
<td>Oshawa, ON, Canada</td>
<td>General Motors Centre</td>
<td>6,400</td>
</tr>
<tr>
<td>Petersburg, VA</td>
<td>Virginia State University Multipurpose Center*</td>
<td>6,200</td>
</tr>
<tr>
<td>Penticton, BC, Canada</td>
<td>Penticton Memorial Arena</td>
<td>2,500</td>
</tr>
<tr>
<td>Penticton, BC, Canada</td>
<td>South Okanagan Event Centre</td>
<td>6,500</td>
</tr>
<tr>
<td>Philadelphia, PA</td>
<td>Liacouras Center, Temple University</td>
<td>10,000</td>
</tr>
<tr>
<td>Philadelphia, PA</td>
<td>Wells Fargo Center</td>
<td>21,000</td>
</tr>
<tr>
<td>Portland, ME</td>
<td>Cross Insurance Arena</td>
<td>9,500</td>
</tr>
<tr>
<td>Rio Rancho, NM</td>
<td>Santa Ana Star Center</td>
<td>8,000</td>
</tr>
<tr>
<td>Roanoke, VA</td>
<td>Berglund Center Coliseum</td>
<td>10,500</td>
</tr>
<tr>
<td>Salina, KS</td>
<td>Salina Bicentennial Center</td>
<td>7,583</td>
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<tr>
<td>Singapore</td>
<td>Singapore Indoor Stadium</td>
<td>13,000</td>
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<tr>
<td>Singapore</td>
<td>OCBC Arena</td>
<td>3,000</td>
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<tr>
<td>Springfield, MA</td>
<td>MassMutual Center</td>
<td>6,677</td>
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<tr>
<td>St. Louis, MO</td>
<td>Chaifetz Arena, Saint Louis University</td>
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<tr>
<td>Tampa, FL</td>
<td>USF Sun Dome, University of South Florida</td>
<td>10,000</td>
</tr>
<tr>
<td>Tallahassee, FL</td>
<td>Donald L. Tucker Civic Center at Florida State University</td>
<td>12,500</td>
</tr>
<tr>
<td>Toronto, ON, Canada</td>
<td>Mattamy Athletic Centre, Ryerson University</td>
<td>3,600</td>
</tr>
<tr>
<td>Trenton, NJ</td>
<td>Sun National Bank Center</td>
<td>10,500</td>
</tr>
<tr>
<td>Windsor, ON, Canada</td>
<td>WFCU Centre</td>
<td>7,000</td>
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</table>

**Total Arenas Managed: 53**  
**Total Seats: 475,519**

*Selected and negotiating management agreement.*  
Revised July 2015
### Convention and Exhibition Centers

<table>
<thead>
<tr>
<th>City</th>
<th>Venue</th>
<th>Sq. Ft. Exhibit Space</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlantic City, NJ</td>
<td>Atlantic City Convention Center</td>
<td>500,000</td>
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<tr>
<td>Bangor, ME</td>
<td>Cross Insurance Center</td>
<td>36,365</td>
</tr>
<tr>
<td>Cincinnati, OH</td>
<td>Duke Energy Convention Center</td>
<td>298,672</td>
</tr>
<tr>
<td>Cleveland, OH</td>
<td>Gerald H. Gordon Conference Pavilion, Cleveland State University</td>
<td>14,000</td>
</tr>
<tr>
<td>Clovis, NM</td>
<td>Clovis Civic Center</td>
<td>30,000</td>
</tr>
<tr>
<td>Corpus Christi, TX</td>
<td>Ortiz International Center</td>
<td>35,000</td>
</tr>
<tr>
<td>Corpus Christi, TX</td>
<td>Richard M. Borchard Exhibition Complex</td>
<td>178,077</td>
</tr>
<tr>
<td>Des Moines, IA</td>
<td>Hy-Vee Hall</td>
<td>223,098</td>
</tr>
<tr>
<td>Des Moines, IA</td>
<td>Community Choice Credit Union Convention Center at the Veterans Memorial</td>
<td>223,875</td>
</tr>
<tr>
<td>Durham, NC</td>
<td>Durham Convention Center</td>
<td>33,450</td>
</tr>
<tr>
<td>Enid, OK</td>
<td>Enid Convention Hall</td>
<td>69,200</td>
</tr>
<tr>
<td>Everett, WA</td>
<td>Edward D. Hansen Conference Center</td>
<td>13,700</td>
</tr>
<tr>
<td>Fayetteville, NC</td>
<td>Crown Expo Center &amp; Ballroom</td>
<td>69,300</td>
</tr>
<tr>
<td>Glendale, AZ</td>
<td>University of Phoenix Stadium Exhibit Hall</td>
<td>160,000</td>
</tr>
<tr>
<td>Hamilton, ON, Canada</td>
<td>FirstOntario Centre Exhibition Centre</td>
<td>117,000</td>
</tr>
<tr>
<td>Hartford, CT</td>
<td>XL Center Exhibition Hall</td>
<td>68,800</td>
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<tr>
<td>Indiana, PA</td>
<td>Kovalchick Convention &amp; Athletic Complex, Indiana Univ. of PA</td>
<td>37,000</td>
</tr>
<tr>
<td>Las Cruces, NM</td>
<td>Las Cruces Convention Center</td>
<td>30,000</td>
</tr>
<tr>
<td>Loveland, CO</td>
<td>First National Bank Exhibition Building</td>
<td>36,000</td>
</tr>
<tr>
<td>Miami Beach, FL</td>
<td>Miami Beach Convention Center</td>
<td>502,000</td>
</tr>
<tr>
<td>Niagara Falls, NY</td>
<td>Conference and Event Center Niagara Falls</td>
<td>42,700</td>
</tr>
<tr>
<td>Owensboro, KY</td>
<td>Owensboro Convention Center</td>
<td>60,000</td>
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<tr>
<td>Overland Park, KS</td>
<td>Overland Park Convention Center</td>
<td>100,000</td>
</tr>
<tr>
<td>Penticton, BC, Canada</td>
<td>Penticton Trade &amp; Convention Centre</td>
<td>60,000</td>
</tr>
<tr>
<td>Provo, UT</td>
<td>Utah Valley Convention Center</td>
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<td>Pueblo, CO</td>
<td>Pueblo Convention Center</td>
<td>22,000</td>
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<td>Richmond, VA</td>
<td>Greater Richmond Convention Center</td>
<td>260,550</td>
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<tr>
<td>Roanoke, VA</td>
<td>Berglund Special Events Center</td>
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</tr>
<tr>
<td>Salina, KS</td>
<td>Heritage Hall</td>
<td>18,360</td>
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<tr>
<td>Springfield, MA</td>
<td>MassMutual Convention Center</td>
<td>55,000</td>
</tr>
<tr>
<td>St. Charles, MO</td>
<td>Saint Charles Convention Center</td>
<td>66,000</td>
</tr>
<tr>
<td>Toronto, ON, Canada</td>
<td>Downsview Park Studio 3*</td>
<td>32,000</td>
</tr>
<tr>
<td>Tallahassee, FL</td>
<td>Donald L. Tucker Civic Center</td>
<td>51,000</td>
</tr>
<tr>
<td>West Palm Beach, FL</td>
<td>Palm Beach County Convention Center</td>
<td>148,000</td>
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</tbody>
</table>

**Total Convention Centers Managed:** 34  
**Total Exhibit Space Managed:** 3,929,247

### Stadiums

<table>
<thead>
<tr>
<th>City</th>
<th>Venue</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chester, PA</td>
<td>PPL Park</td>
<td>25,000</td>
</tr>
<tr>
<td>East Hartford, CT</td>
<td>Stadium at Rentschler Field</td>
<td>40,642</td>
</tr>
<tr>
<td>Fargo, ND</td>
<td>FARGODOME</td>
<td>26,000</td>
</tr>
<tr>
<td>Glendale, AZ</td>
<td>University of Phoenix Stadium (NFL Cardinals)</td>
<td>63,000</td>
</tr>
<tr>
<td>Memphis, TN</td>
<td>Liberty Bowl Memorial Stadium</td>
<td>62,380</td>
</tr>
<tr>
<td>Norfolk, VA</td>
<td>Foreman Field at S.B. Ballard Stadium, Old Dominion University</td>
<td>20,000</td>
</tr>
<tr>
<td>Philadelphia, PA</td>
<td>Citizens Bank Park (MLB Phillies)</td>
<td>45,000</td>
</tr>
<tr>
<td>Singapore</td>
<td>National Stadium</td>
<td>55,000</td>
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**Total Stadiums Managed:** 8  
**Total Seats:** 337,022

*Selected and negotiating management agreement.  
Revised July 2015
### Performing Arts Centers/Theaters

<table>
<thead>
<tr>
<th>City</th>
<th>Venue</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Augusta, GA</td>
<td>William B. Bell Auditorium</td>
<td>2,700</td>
</tr>
<tr>
<td>Fayetteville, NC</td>
<td>Crown Theatre</td>
<td>2,400</td>
</tr>
<tr>
<td>Hamilton, ON, Canada</td>
<td>Hamilton Place</td>
<td>2,193</td>
</tr>
<tr>
<td>Hamilton, ON, Canada</td>
<td>Molson Canadian Studio</td>
<td>550</td>
</tr>
<tr>
<td>Indiana, PA</td>
<td>Toretti Auditorium, Indiana University of Pennsylvania</td>
<td>623</td>
</tr>
<tr>
<td>Lowell, MA</td>
<td>Lowell Memorial Auditorium</td>
<td>3,055</td>
</tr>
<tr>
<td>Lowell, MA</td>
<td>Liberty Hall</td>
<td>279</td>
</tr>
<tr>
<td>Miami Beach, FL</td>
<td>Colony Theatre</td>
<td>440</td>
</tr>
<tr>
<td>Orlando, FL</td>
<td>The Venue at UCF, University of Central Florida</td>
<td>1,800</td>
</tr>
<tr>
<td>Pueblo, CO</td>
<td>Memorial Hall</td>
<td>1,600</td>
</tr>
<tr>
<td>Sandy Springs, GA</td>
<td>Sandy Springs Performing Arts Center*</td>
<td>1,080</td>
</tr>
<tr>
<td>Roanoke, VA</td>
<td>Berglund Performing Arts Theatre</td>
<td>2,150</td>
</tr>
<tr>
<td>Virginia Beach, VA</td>
<td>Sandler Center for the Performing Arts</td>
<td>1,300</td>
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</table>

**Total Performing Arts Centers/Theatres Managed: 13**

**Total Seats: 20,170**

### Ice Facilities

<table>
<thead>
<tr>
<th>City</th>
<th>Venue</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amherst, MA</td>
<td>Mullins Ice Rink, University of Massachusetts Amherst</td>
<td>350</td>
</tr>
<tr>
<td>Everett, WA</td>
<td>XFINITY Community Ice Rink</td>
<td>n/a</td>
</tr>
<tr>
<td>Independence, MO</td>
<td>Centerpoint Community Ice Rink</td>
<td>n/a</td>
</tr>
<tr>
<td>Kingston, RI</td>
<td>Bradford R. Boss Arena, University of Rhode Island</td>
<td>2,500</td>
</tr>
<tr>
<td>Oshawa, ON, Canada</td>
<td>General Motors Centre Community Ice Rink</td>
<td>250</td>
</tr>
<tr>
<td>Penticton, BC, Canada</td>
<td>OHS Training Centre</td>
<td>400</td>
</tr>
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</table>

**Total Ice Facilities Managed: 6**

**Total Seats: 3,500**

### Specialized Venues

<table>
<thead>
<tr>
<th>City</th>
<th>Venue</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abu Dhabi, UAE</td>
<td>Du Arena</td>
<td>10,000</td>
</tr>
<tr>
<td>Abu Dhabi, UAE</td>
<td>Du Forum</td>
<td>50,000</td>
</tr>
<tr>
<td>Amherst, MA</td>
<td>John Francis Kennedy Champions Center at UMass Amherst</td>
<td>Multipurpose Sports Facility</td>
</tr>
<tr>
<td>Bangor, ME</td>
<td>Bangor State Fairgrounds</td>
<td>55 Acres</td>
</tr>
<tr>
<td>Buffalo, NY</td>
<td>Canalside, Outdoor Urban Entertainment Destination/Seasonal Ice Rink</td>
<td>1,500-Seat/60,000 sq. ft. Fairgrounds</td>
</tr>
<tr>
<td>Clovis, NM</td>
<td>Curry County Fairgrounds</td>
<td>3,500-Seat/71,656 sq. ft. Fairgrounds</td>
</tr>
<tr>
<td>Corpus Christi, TX</td>
<td>Richard M. Borchard Fairgrounds</td>
<td>1,000-Seat/60,000 sq. ft. Fairgrounds</td>
</tr>
<tr>
<td>Lovington, NM</td>
<td>Lea County Fairgrounds</td>
<td>Outdoor Fairgrounds with Indoor Facilities</td>
</tr>
<tr>
<td>Memphis, TN</td>
<td>Memphis Fairgrounds Complex</td>
<td>168 Acres/135,747 sq. ft. Fairgrounds</td>
</tr>
<tr>
<td>Nampa, ID</td>
<td>Ford Idaho Center*</td>
<td>11,000-seat Amphitheater</td>
</tr>
<tr>
<td></td>
<td>Ford Idaho Amphitheater</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ford Idaho Horse Park</td>
<td>Indoor/outdoor equestrian facility</td>
</tr>
<tr>
<td></td>
<td>Ford Idaho Sports Center</td>
<td>100,000 sq. ft. multipurpose sports center</td>
</tr>
<tr>
<td>Niagra Falls, NY</td>
<td>Old Falls Street at the Conf. Ctr. Niagara Falls</td>
<td>Retail and Entertainment District</td>
</tr>
<tr>
<td>Philadelphia, PA</td>
<td>XFINITY Live! Philadelphia</td>
<td>Retail and Entertainment District</td>
</tr>
<tr>
<td>Sandy Springs, GA</td>
<td>Sandy Springs City Green*</td>
<td>Outdoor Urban Entertainment Destination</td>
</tr>
<tr>
<td>Saratoga, CA</td>
<td>Mountain Winery (amphitheater)</td>
<td>2,500-Seat Amphitheater</td>
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<tr>
<td>Singapore</td>
<td>Singapore Sports Hub:</td>
<td>6,000 seats, 2 Olympic Pools, Dive Tank</td>
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<tr>
<td></td>
<td>Aquatics Centre</td>
<td></td>
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<tr>
<td></td>
<td>Leisure Water Park</td>
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</tr>
<tr>
<td></td>
<td>Sports Information and Resource Centre (SIRC)</td>
<td></td>
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<tr>
<td></td>
<td>Water Sports Centre and 500 Meter Regatta Race Track</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Public Community Use Facilities</td>
<td>86 Acres of Mixed Use Outdoor Space</td>
</tr>
<tr>
<td>Toronto, ON, Canada</td>
<td>Downsview Park*:</td>
<td>Indoor and outdoor mixed use athletics fields</td>
</tr>
<tr>
<td></td>
<td>The Hangar</td>
<td>40,000-Person Capacity Outdoor Space</td>
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<tr>
<td></td>
<td>Festival Terrace</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Meadow</td>
<td>10,000-Person Capacity Outdoor Space</td>
</tr>
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</table>

**Total Specialized Venues Managed: 24**

*Selected and negotiating management agreement.*

Revised July 2015
### Current Pre-Opening and Consulting Clients

**Pre-Opening, Design/Operational Services, FF&E**

<table>
<thead>
<tr>
<th>Location</th>
<th>Client details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allentown, PA</td>
<td>Throwing Copper Club</td>
</tr>
<tr>
<td>Atlantic City, NJ</td>
<td>Boardwalk Hall</td>
</tr>
<tr>
<td>Bronx, NY</td>
<td>Kingsbridge National Ice Center</td>
</tr>
<tr>
<td>Hartford, CT</td>
<td>XL Center</td>
</tr>
<tr>
<td>Hobbs, NM</td>
<td>Lea County Equine Facility</td>
</tr>
<tr>
<td>Macau, China</td>
<td>Studio City Entertainment Center</td>
</tr>
<tr>
<td>Petersburg, VA</td>
<td>Virginia State University Multipurpose Center</td>
</tr>
<tr>
<td>Sandy Springs, GA</td>
<td>Sandy Springs Performing Arts Center and City Green</td>
</tr>
<tr>
<td>Thunder Bay, ON, Canada</td>
<td>Thunder Bay Event and Convention Centre</td>
</tr>
</tbody>
</table>

### Specialized Services

<table>
<thead>
<tr>
<th>Location</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>College Park, MD</td>
<td>Comcast Center, University of Maryland (18,000-seat arena)</td>
</tr>
<tr>
<td></td>
<td>Exclusive Event Booking Services Agreement</td>
</tr>
<tr>
<td>Columbus, OH</td>
<td>Jerome Schottenstein Center, Ohio State University (21,000-seat arena)</td>
</tr>
<tr>
<td></td>
<td>Operational and Event Booking Services Agreement</td>
</tr>
<tr>
<td>Loveland, CO</td>
<td>The Ranch Complex (fairground complex)</td>
</tr>
<tr>
<td></td>
<td>Operational and Marketing Services, Event Coordination</td>
</tr>
<tr>
<td>Prescott Valley, AZ</td>
<td>Prescott Valley Events Center</td>
</tr>
<tr>
<td></td>
<td>Operational, Event Booking, and Marketing Oversight</td>
</tr>
<tr>
<td>West Windsor Twp., NJ</td>
<td>Mercer County Park Festival Grounds</td>
</tr>
<tr>
<td></td>
<td>Operational, Event Booking, and Marketing Oversight</td>
</tr>
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</table>

### Sample Completed Projects

**Pre-Opening, Design/Operational Services, FF&E**

<table>
<thead>
<tr>
<th>Location</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abu Dhabi, UAE</td>
<td>Al Ain Stadium, Zayed Sports City Stadium, and The New Stadium</td>
</tr>
<tr>
<td>Allentown, PA</td>
<td>PPL Center</td>
</tr>
<tr>
<td>Brooklyn, NY</td>
<td>Barclay's Center</td>
</tr>
<tr>
<td>Kallang, Singapore</td>
<td>Singapore Sports Hub</td>
</tr>
<tr>
<td>Lyon, France</td>
<td>Lyon/Villeurbanne Arena (12,000-seat arena)</td>
</tr>
<tr>
<td>Macau</td>
<td>Studio City Arena</td>
</tr>
<tr>
<td>Moscow, Russia</td>
<td>Spartak Stadium</td>
</tr>
<tr>
<td>Niagara Falls, ON, Canada</td>
<td>Niagara Falls Convention Center</td>
</tr>
<tr>
<td>Philippines</td>
<td>Philippines Arena and Convention Center</td>
</tr>
<tr>
<td>Regina, SK, Canada</td>
<td>Regina Domed Stadium</td>
</tr>
<tr>
<td>Seattle, WA</td>
<td>Key Arena at Seattle Center</td>
</tr>
<tr>
<td>Suzhou, China</td>
<td>Suzhou Arena</td>
</tr>
<tr>
<td>Shenyang, China</td>
<td>Shenyang Arena (18,000-seat arena)</td>
</tr>
<tr>
<td>Virginia Beach, VA</td>
<td>Virginia Beach Arena</td>
</tr>
<tr>
<td>Washington, DC</td>
<td>Washington Nationals MLB Stadium</td>
</tr>
<tr>
<td>Winnipeg, MB, Canada</td>
<td>Winnipeg Stadium</td>
</tr>
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</table>

**Operational Audits**

<table>
<thead>
<tr>
<th>Location</th>
<th>Audits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Everett, WA</td>
<td>Comcast Center</td>
</tr>
<tr>
<td>Lisbon, Portugal</td>
<td>Estádio da Luz</td>
</tr>
<tr>
<td>Miami Beach, FL</td>
<td>Miami Beach Convention Center</td>
</tr>
<tr>
<td>Nassau, Bahamas</td>
<td>Thomas A. Robinson Stadium</td>
</tr>
<tr>
<td>Richmond, VA</td>
<td>Great Richmond Convention Center</td>
</tr>
<tr>
<td>Roanoke, VA</td>
<td>Roanoke Civic Center</td>
</tr>
<tr>
<td>Trinidad, West Indies</td>
<td>Trinidad and Tobago Sport Facilities</td>
</tr>
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**Additional Consulting Projects**

<table>
<thead>
<tr>
<th>Location</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowie, MD</td>
<td>Prince George’s Stadium (10,000-seat ballpark/stadium)</td>
</tr>
<tr>
<td>Bowling Green, OH</td>
<td>Stroh Center &amp; Ice Arena, Bowling Green State University (5,000-seat arena)</td>
</tr>
<tr>
<td>Charlotte, NC</td>
<td>Charlotte Bobcats Arena</td>
</tr>
<tr>
<td>Eagle, CO</td>
<td>Eagle County Fairgrounds</td>
</tr>
<tr>
<td>Indianapolis, IN</td>
<td>Indiana State Fairgrounds</td>
</tr>
<tr>
<td>Ottawa, ON, Canada</td>
<td>Lansdowne Park Development Team (arena/stadium)</td>
</tr>
<tr>
<td>Vancouver, BC, Canada</td>
<td>General Motors Place (19,000-seat arena)</td>
</tr>
<tr>
<td>Washington, D.C.</td>
<td>Robert F. Kennedy Memorial Stadium (56,000-seat stadium)</td>
</tr>
</tbody>
</table>

*Selected and negotiating management agreement.  Revised July 2015*
**Our Business Approach.** The central theme of Spectra's management philosophy is to maximize event programming for the financial advantage of our clients by:

- Attracting more events for our venues
- Maintaining a corporate size and structure that gives us access to senior management at national and regional levels for ongoing support
- Increasing revenue for our clients, in part thanks to our reputation as the company that best supports promoters, as well as our success in achieving consistently high revenues of per capita event income
- Providing a formal, company-wide customer service and performance management program that extends into the communities we serve

**Unparalleled Results.** For our last completed fiscal year, we achieved the following results for our clients:

- Presented over 15,000 events
- Reached event attendance of more than 24 million
- Generated more than $375 million in gross ticket sales
- Generated more than $700 million in gross revenue

**Organizational Structure**

Spectra Venue Management is owned by Comcast Spectacor, which in turn is owned by Comcast, making us the world’s most dynamic, well-capitalized facility management company.

**Comcast Spectacor: Spectra’s Immediate Parent Company**

Comcast Spectacor® (ComcastSpectacor.com) is the Philadelphia-based sports and entertainment company which owns the Philadelphia Flyers (NHL), the home arena for both the Flyers and the NBA’s Philadelphia 76ers, the Wells Fargo Center, and four Flyers Skate Zone community ice skating and hockey rinks.

Comcast Spectacor companies include:

- **Spectra**
- Wells Fargo Center
- Philadelphia Flyers (NHL)

**Divisions of Spectra**

Spectra Venue Management sets the standard for the industry across a full range of services that impact the bottom-line success of public assembly venues. These include consulting and pre-opening, marketing and sales, corporate partnerships, concert and event booking, ticket services and box office management, customer service, operations and engineering, finance and administration, and management of ancillary services.

We work closely with other Spectra Divisions—specifically Spectra Food & Hospitality and Ticketing & Fan Engagement—to provide additional services to many of our clients. In many cases, our clients have selected all of these companies to serve their venues.

**Spectra Food Services & Hospitality.** This division delivers the industry’s most innovative and profitable food services and hospitality management solutions including merchandise management, facility design, marketing and branding, purchasing, consulting and pre-opening, and data and analytics. Specializing in services for sports venues, convention centers and cultural attractions, fairs and entertainment, gaming and hotels, Spectra Food Services & Hospitality serves over 250,000 events and 30 million guests each year throughout North America.
Spectra Ticketing & Fan Engagement is a leader in ticketing and CRM (customer relationship management), fundraising, marketing services, data and analytics, and corporate partnerships. With 35 years of experience delivering superior customer service, revenue growth and life-long fan and patron relationships, Spectra Ticketing and Fan Engagement manages more than 120 million ticket sales per year for live entertainment organizations across the country. Primary markets include college athletics, professional sports and arenas, arts venues and performing arts centers.

Comcast: Spectra’s Ultimate Parent Company
Our parent company, Comcast Spectacor, is owned by the Comcast Corporation. Comcast Corporation (NASDAQ: CMCSA, CMCSK) is a global media and technology company with two primary businesses, Comcast Cable and NBCUniversal. Comcast Cable is the nation’s largest video, high-speed Internet and phone provider to residential customers under the XFINITY brand and also provides these services to businesses. NBCUniversal operates 30 news, entertainment, and sports cable networks, the NBC and Telemundo broadcast networks, television production operations, television station groups, Universal Pictures and Universal Parks and Resorts. Visit www.comcastcorporation.com for more information.

I.4.2.2.1. Similar Operations
Experience Managing Similar Facilities
The vast majority of Spectra Venue Management’s clients are entertainment venues including amphitheaters, arenas, theaters, stadiums, convention centers, public spaces, and more. Spectra Venue Management’s experience in managing facilities similar to the Greek Theatre is fully represented by our Venue Matrix, Appendix B, which demonstrates the services we provided as well as a description of the venues we manage.

The Spectra-managed facilities outlined below are most similar to the Greek Theatre based on their venue types, historical relevance, booking policies and operational aspects, and their locales within high-traffic areas with challenging transportation and parking elements.

- Mountain Winery — Saratoga, CA
- William B. Bell Auditorium — Augusta, GA
- Atlantic City Boardwalk Hall — Atlantic City, NJ
- PPL Center — Allentown, PA
Venue Description

Concert Bowl
- 2,500 tiered seating amphitheater
- 4 luxury suites, 3 premium seating options, 2 VIP clubs

Chateau Deck
- Panoramic View of Silicon Valley
- Weddings, receptions, corporate events, team building activities, and concert dining up to 250 guests

Vista Deck
- Flagstone patio with sweeping views of the Valley
- Receptions or gatherings of 25 to 250 guests

Vineyard Grill
- Dinner for up to 110 guests; wine tastings for 150

Historic Winery Building
- Ideal for corporate meetings, tradeshows, and special events
- Grand Hall: 250 guests
- Winery Deck: 245 Guests
- Artists Room and Patio: 50 Guests
- Vintners Room: 30 guests
- Barrell Room: 48 guests
- Cellar Room and Patio: 50 guests

Winery Building
- The stone and ivy-covered facade of the Winery Building provides a dramatic backdrop for concerts, ceremonies, product reveals, and receptions in the Concert Bowl

Market Size
- San Jose Population: 1.3 million

Spectra’s Role
- Venue Management
- Concessions and Catering by Spectra Food Services & Hospitality

Managed Since
2007

Renovated
2009

Client Reference: Dave House, Co-Owner | Chateau Masson
14831 Pierce Road | Saratoga, CA 95070 | Tel.: 408.741.2822

Notable Events
- Billy Idol
- Bill Cosby
- Jewel
- The Beach Boys
- Rodney Carrington
- Cyndi Lauper
- Barenaked Ladies
- Ziggy Marley
- The B-52’s
- Chicago
- Tony Bennett
- The Monkees
- Foreigner
- Straight No Chaser
- Toad the Wet Sprocket
- George Lopez
- Peter Frampton
- Kathy Griffin
- Bonnie Raitt
- One Republic

Achievements
Host the following events annually:
- 65 concerts
- 55 weddings
- 36 in house promoted events
- 180 corporate events

In the last fiscal year:
- Increased concert per caps by 2.8%
- Reduced food cost by .6%
- Met a 32% profit margin for the first time since the renovation with record sales of $9.4 million
- Achieved a very aggressive financial budget for 2013
James Brown Arena & William B. Bell Auditorium
Augusta Entertainment Complex
Augusta, Georgia

Venue Description
James Brown Arena
- Floor 211’ x 109’ (23,000 sq. ft. unobstructed)
- 8,600 seat capacity
- Windsor Club - open to members before, during, and after events. Membership is capped at 200 members.

William B. Bell Auditorium
- Floor 111’ x 90’ (10,000 sq. ft., unobstructed)
- 2,700 seat capacity

Market Size
- DMA: Augusta, GA
- Rank: 115
- Population: 556,000
- MSA Population: 453,400

Spectra’s Role
- Management
- Food and Beverage by Spectra Food Services & Hospitality
- Ticketing by Spectra Ticketing & Fan Engagement
- In-house Corporate Partnership Sales

Managed Since
2008

Opened
1979 (Arena)
1940 (Auditorium)

Construction Cost
$11 million
$5 million renovation

Architect
Pei Cobb Freed & Partners

Notable Events
- Guitar Pull
- Carrie Underwood
- Cirque du Soleil Quidam
- Disney on Ice Presents Worlds of Fantasy
- Brantley Gilbert
- Discover the Dinosaurs
- Greg Allman
- Mike Epps
- Willie Nelson
- Cirque Dreams Holidaze
- Price is Right Live
- Elvis Lives
- Alice in Chains
- DreamGirls
- Earth, Wind and Fire

Achievements
- James Brown Arena was featured in Venues Today “Top Ten Venues”
- The James Brown Arena is the only venue to have ever exceeded gross numbers with Harlem Globetrotters 5 years in a row
- Expenses were decreased by 10% for the Augusta Entertainment Complex for the 2013 fiscal year compared to the 2012 fiscal year
PPL Center
Allentown, Pennsylvania

Venue Description
- 10,000-seat concert capacity
- 8,500-seat hockey capacity

Market Size
- City Population: 118,974
- County Population: 355,245
- Lehigh Valley Population: 821,623

Major Tenants
- Lehigh Valley Phantoms (AHL Eastern Division)
- Lehigh Valley Steelhawks (IFL)

Spectra’s Role
- Pre-Opening
- Venue Management
- In-house Corporate Partnership and Premium Seating Sales
- Food and Beverage by Spectra Food Services & Hospitality
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2012

Opened
September 2014

Construction Cost
$177 million

Notable Events
- The Eagles
- James Taylor
- Hall & Oates
- WWE
- Neil Diamond
- Nickelback
- Disney on Ice
- Ringling Bros. and Barnum & Bailey Circus
- Villanova vs. Lehigh NCAA DI Basketball
- Judas Priest

Achievements
- Opened September 2014
- Among four nominees for Pollstar’s Best New Major Concert Venue

Client Reference: Jim Brooks | Brooks Group Sports
1196 Linden Vue Drive | Canonsburg, PA 15317 | 610-844-8372 | JBrooks@brooksgroupsports.com
### Achievements

- Awarded management agreement January 2014
- Successful new competitive partnerships with all 9 labor unions at both facilities
- Full website redesign of www.BoardwalkHall.com, providing a more modern new state-of-the-art site
- In conjunction with the CRDA, development, approval, and launch of an important 5-year capital improvement campaign for both facilities with an investment in excess of $50 million
- Close involvement with the CRDA in securing an industry leading event sponsorship at Boardwalk Hall with Live Nation Concerts

### Venue Description

**Atlantic City Convention Center**
- 500,000 contiguous square feet of space
- Occupies a site of nearly 31 acres, making it one of the East Coast’s largest Convention Centers
- 5 spacious exhibit halls located on the building’s second level
- 45 meeting rooms available that total 109,100 square feet
- Connected to Atlantic City Rail Terminal with easy access to Philadelphia
- Connected via air bridge to Sheraton Hotel

**Boardwalk Hall**
- 10,500 seat-capacity arena
- 7,676 permanent seats
- 432 Club Seats
- 3,500 telescopic seats
- 2,200 floor seats that can be arranged for specific seating configurations
- 23,000 square foot ballroom, located on the mezzanine overlooking the ocean
- Ballroom capacity of 3,200

**Market Size**
- Atlantic City: 40,000
- Atlantic City–Hammonton Metropolitan Statistical Area: 275,000

### Spectra’s Role

- Management
- Venue Food and Beverage by Spectra Food Services & Hospitality
- In-house Corporate Partnership Sales

**Managed Since**
- 2014

**Opened**
- 1997 - Atlantic City Convention Center
- 1929 - Boardwalk Hall

### Notable Events

- Atlantic City Classic Car Show
- Atlantic City Boat Show
- Northeast Pool and Spa Show
- New Jersey Education Association Annual Meeting/Exhibition
- Marc Anthony
- Luke Bryan
- Kanye West
- Jason Aldean
- Mother’s Day Music Festival
- Lady Gaga
- Harlem Globetrotters
- WWE
- Ringling Bros. and Barnum & Bailey Circus

---

**Client Reference:** Gary Musich, Vice President, Convention Sales | Atlantic City Convention & Visitors Authority
2314 Pacific Ave. | Atlantic City, NJ 08401 | Tel. 609.449.7110 | Fax 609.345.3685 | gmusich@accva.com
1.4.2.2. Comparable Revenues

In the charts below, we have provided revenues of the four venues we have identified throughout this Response as our current comparable operations under Spectra’s management, broken down by category (promoter rent, parking, sponsorships, etc.) for the previous five years (when applicable).
1.4.2.2.3. Years of Experience
The previously referenced clients are several of our most comparable to the Greek Theatre, and our length of time at each property is listed below, and can also be found in our Venue Matrix (Appendix B).
- Mountain Winery – Saratoga, CA – Spectra client since 2007
- William B. Bell Auditorium – Augusta, GA – Spectra client since 2008
- Atlantic City Boardwalk Hall – Atlantic City, NJ – Spectra client since 2014
- PPL Center – Allentown, PA – Spectra client since 2012

1.4.2.2.4. Extend of Related Experience
Our Venue Matrix (Appendix B) contains information on Spectra’s full scope of services, notable events, and key achievements with our managed venues. Additionally, earlier in this section, we have provided Venue Profiles for each of the previously mentioned similar facilities, which outline the services we provide for each one.

1.4.2.2.5. Additional Information
In addition to our Venue Matrix (Appendix B), on the following pages we have provided a number of Case Studies demonstrating Spectra’s ability to generate success for our clients.
Challenge
The 13,000-seat Boardwalk Hall opened in 1929, and underwent a $90 million refurbishment in 2001. The historic venue, located on the iconic Atlantic City Boardwalk, was constructed as the country's original convention center. The Atlantic City Convention & Visitor's Authority (ACCVA) hired Spectra Food Services & Hospitality to take over operations in 2008. Spectra Venue Management was hired in 2014.

Solution
- Installed new POS equipment to provide credit card and networking capabilities.
- Purchased portable bars to more than double the number of alcoholic beverage outlets. Also added multi-tap draft units.
- Installed reach-in display refrigerators in concession stands for bottled and canned beverages.
- Installed digital menu boards in all concession areas to display menus and advertising.
- Doubled the number of on-call bartenders to provide enough available staff for all events and to provide double coverage at bars when necessary to ensure quick service.
- Trained and certified all front line concessions employees for beverage sales.
- Re-tooled all menus and brought in local/regional vendors.
- Developed banquet and catering menu packages for the VIP Balcony, ballroom, dressing rooms and meeting rooms.
- Made a practice to update menus per event to match the attending demographic.

Result
- Returned a client profit of 21.5% in 2008, by 32.9% in 2009, by 42.8% in 2010, and has averaged 41% client profit since 2011
- Increased catering revenue and in suite catering for concerts by 20% from 2012 to 2014
- Increased concert per caps almost 20% from 2012 to 2014
- Broke records with a three-day Phish Concert in 2013, this event generated 40.17% of the total annual food and beverage revenues with a per cap increase of 31.34%
- Rewarded with a contract renewal from the ACCVA
BUDWEISER EVENTS CENTER
LOVELAND, CO

Challenge
Larimer County built the Budweiser Events Center in 2003, located on The Ranch Events Complex, to offset other building losses by generating $300,000 annually in revenue. The goal was to open the new building and establish Northern Colorado as a separate market from Denver.

Solution
- Established relationships with promoters, advertisers, and community groups to co-promote and market Ranch-wide events
- Implemented ticketing platform to sell directly through venue website, which more efficiently manages the customer relationship
- Scheduled an average of 167 events per year including incentives to draw in more concerts and a hockey tenant relationship
- Bundled deals between Events Center, the Ranch, and event sponsorships
- Created naming rights for the building, restaurant, and suite level
- Developed creative food and beverage ticket packages, which infused local craft beers into menu

Result
Since the Budweiser Events Center opened in 2003, Comcast Spectacor:
- Generated over $5,330,466 for Larimer County, an average of $475,850 per year, exceeding the client’s desired goal of $300,000
- Delivered $1,555,487 annual average event revenue since 2003
- Signed hockey tenant to 5-year contract renewal with an option to extend for an additional five years
- County partnership resulted in annual average gross revenues of $450,000, created Gnarly Barley Brewfest
- Generated average $1,675,000 in sponsorship revenue
- Sold over 1.35 million tickets (540,750 online) since 2012
- Netted average of $350,250 in food and beverage revenue per year, including a 16% increase in per caps for hockey games
IOWA EVENTS CENTER
DES MOINES, IOWA

Challenge
In 2004 Polk County had an aging arena and a convention center, operating at an average annual subsidy of $1 million. As the county prepared to add two new facilities to the complex, they wanted to streamline processes, minimize the subsidy, and grow the business.

Solution
Comcast-Spectacor partnered with Polk County to achieve the following:
• Consolidated four operations into one with improved food, beverage, and hospitality management services
• Secured a naming rights partner for the renovated Convention Center
• Formed a strategic partnership to brand ticketing outlets
• Developed partnership with a preferred A/V company
• Deployed ticketing and interactive marketing services across all venues
• Reduced lighting costs by over 50% through occupancy and ambient light sensors

Result
Comcast-Spectacor partnered with Polk County to achieve the following:
• Turned average subsidy of $1 million into annual profit averaging $384,290 (138% profit growth)
• Increased gross Convention Center revenues from $4.3 million in 2005 to $10.1 million in 2014
• Increased number of events by 10% year-over-year, a 31% increase since Convention Center renovation completion in 2012
• Increased ticketing revenue by 52% in online sales and 25% in total sold from 2012-15
• Generated $250,000 annually in naming rights, $70,000 in ticket naming rights sponsorship, and $254,000 from A/V sponsorship
• Increased food and beverage sales to over $5 million in 2014-15 at Convention Complex (a 63% increase in the arena and 18% increase in the convention center since 2012)
WELLS FARGO CENTER
PHILADELPHIA, PA

Challenge
The Wells Fargo Center is one of the highest grossing venues in the United States. Comcast Spectacor leadership had a vision to transform the arena into a technology showcase. A phased approach to redefining the customer experience driveway to driveway is being powered by a strategic partnership with Comcast Cable, Cisco, and the Philadelphia Flyers.

Solution
• Partnered with Comcast Cable and Cisco to upgrade the XFINITY WiFi experience
• Enabled industry leading standards for concurrent usage by all patrons free of charge
• Installed a best-in-class ethernet internet connection, 350 wireless AC access points and 700+ Bluetooth beacons
• Created a proximity platform to enable indoor positioning and real time, location-based content delivery and targeted offers
• Designed a next gen Flyers mobile app that brings fans closer to the game
• Established a data warehouse to inform real-time marketing decisions
• Generated exclusive content including four multicast mobile video channels, on demand ancillary videos and animated visualizations of game statistics
• Launched comprehensive marketing initiatives with the Flyers to include new arena enhancements

Result
• The Wells Fargo Center is believed to have the fastest WiFi with the most interactive beacons of any North American arena
• Fans and sponsors have embraced the technology and management has increased its efficiency with fan engagement, game flow and marketing opportunities
• In the 2015-16 season, fans will be able to instantly post selfies on scoreboard, view exclusive camera feeds and team charity raffles, and purchase tickets
XL CENTER
HARTFORD, CT

Challenge
The XL Center is the 16,000 seat home to the famed University of Connecticut Men's and Women's basketball teams as well as to the AHL's Hartford Wolf Pack. Spectra Food Services & Hospitality was hired by the State of Connecticut to manage the food and beverage program in 2013. Spectra Venue Management was hired at the same time.

Solution
• Brought in several fresh food themed concepts such as Fresh Classics™, Grill Masters™, Hot Dog Nation™ and Bears Barbecue.
• Added additional cooking equipment such as fryers, char broilers and exhaust hoods to be able to produce a variety of menu items.
• Installed a state-of-the-art POS system to allow for credit card payment at all points of sale as well as increased speed of service.
• Installed digital menu boards at all concession stands, allowing for customized menus and pricing per event and per hour. Also allows for the stand theme to be changed in order to match the attending demographic.
• Implemented the You Lucky Dog contest, as a marketing collaboration with Spectra Venue Management.

Result
• Increased food and beverage sales by 47%
• Increased client profit by 58%
• Increased food and beverage per caps during all events including a 22% increase in concerts, a 4% increase in women's basketball as well as a 5% increase in hockey per caps
• Increased cooking capabilities in concessions by 75%
• Hosted the 2015 AAC men's national basketball tournament
• You Lucky Dog contest generated excitement as well as a 3% increase in food and beverage sales
1.4.2.3 Contracts History

1.4.2.3.1. Terminated Contracts – Past 12 Months

In the past 12-month period, Spectra has not had a contract that has commenced and then been terminated within this period.

1.4.2.3.2. Contracts Terminated in 2014

Since we began doing business in the year 2000, we have never had a management contract terminated for cause. We have had some contracts that were discontinued for reasons unrelated to our performance. Below and on the following pages are examples from the year 2014, and 2015 to date, outlining occasions where a contract has not been renewed when renewing was an option.
I.4.2.4 Current Operations

I.4.2.4.1. Employment Policies

Employees: The Core of Our Organization

Words and promises don't deliver top-notch service — people do. That's why Spectra Venue Management's human resources team has an unwavering focus on hiring, nurturing, and retaining the industry's best employees for the venues we manage around the world. And it's why we work so hard to create a diverse environment that's free from discrimination and harassment — an environment that fully reflects the rich individuality of the local communities we serve.

What do our efforts in regard to employee education, advancement and diversity mean for your venue? They mean better employees, better service, and better results.

Human Resources, Benefits, and Personnel Policies

Human Resources

Spectra Venue Management’s human resources team, located at our corporate office in Philadelphia, is responsible for the development and administration of human resources policies and programs throughout our organization. This includes employee benefits, compensation, employee relations, training and development, and labor relations.

We designate and train a staff member at each venue we manage to serve as that location’s HR point person, coordinating personnel record-keeping, and administering employee benefits, policies, and programs. In venues with large employee populations, we have an onsite HR manager to address day-to-day issues.

Benefits

We offer a comprehensive employee benefits program that includes health, prescription, dental, and vision plans; life insurance and long-term disability; and a generous 401k plan. In addition, tuition reimbursement and an employee assistance program are available.

Personnel Policies

Spectra Venue Management has developed detailed and fair personnel policies, all of which are provided to employees via the Spectra Venue Management Personnel Policy Manual.

Safety/Employment Practices

Spectra Venue Management is committed to operating our venues as drug-free workplaces. To ensure a safe and secure environment for employees, patrons, and guests, all employees are subject to a criminal records check. Further, we comply with all local, state, and federal regulations, including, but not limited to, the following:

- Age Discrimination in Employment Act
- American with Disabilities Act
- Civil Rights Act of 1991
- Employee Retirement Income Security Act
- Fair Credit Reporting Act
- Fair Labor Standard Act
- Family and Medical Leave Act
- Health Insurance Portability & Accountability Act
- Immigration Reform and Control Act
- Older Worker Benefit Protection Act
- Pregnancy Discrimination Act
- Title XII of the Civil Rights Act of 1964
Hiring and Employee Development

One of the benefits of hiring a private management company such as Spectra Venue Management is the network of employees we already have, and the access to industry professionals we can provide. Many people in our industry prefer to work for a private management company with multiple venues because there are more opportunities for career development and advancement than at a single, self-operated public venue.

Another reason we are so successful in staffing our venues is that we offer our employees rewards, bonuses, and incentive programs based on the results they achieve for our clients. Through these and other proactive efforts, such as community job fairs, Spectra Venue Management will recruit, organize, and train a superior, customer-service-oriented staff for your venue.

Local Employees

Although some key managers may be transferred from corporate staff, the vast majority of full and part-time positions are filled from the local community. We understand and are sensitive to the needs of transitioning public employees to a private management firm and have done so successfully for our clients.

Performance Management

Spectra Venue Management has a performance management program that provides leadership and management training. The program focuses on:

- Setting expectations
- Goal setting and alignment
- Self-appraisal/evaluation
- Coaching/skill development

Performance management is an ongoing communication process to help all of our employees improve their performance and meet mutually agreed-upon goals. The program helps identify strengths and development areas, and it helps align individual, departmental, and organizational goals.

Leadership Development

Comcast Spectacor proudly supports a sustainable leadership development process for our employees — a program matched by no other company in the industry, and a counterpart to our successful “How You Doin’?” customer service initiative. The four-stage program prepares high-performing employees to be our future leaders by focusing on their career development from the time they join the organization.

1. **Internships.** Our company-wide internship program provides a meaningful learning experience and lays a firm foundation for successful growth.
2. **Orientation.** Orientation emphasizes our culture and vision and integrates new employees by providing the tools and resources needed to become a contributing team player.
3. **Mentoring.** This program pairs less-experienced Spectra Venue Management team members with seasoned managers.
4. **Leadership.** The Leadership Institute develops and educates our top performers through individualized programs and hands-on experience that crosses all venue types.

A Learning Environment

A sizeable percentage of our managers and supervisors have their current positions as a result of training received and career advancement made within our family of venues. One example of our efforts in ongoing education: We encourage active participation in the International Association of Venue Managers (IAVM) and all of the state-of-the-art training courses, videos, conferences, tapes, and lectures offered regionally and nationally. We especially encourage our managers to attend the two-year IAVM Venue Management School (VMS) at Oglebay in West Virginia.
We also send key personnel to other Spectra Venue Management venues for direct, on-the-job training with their counterparts. What's more, our general managers and department heads meet periodically to discuss common problems and opportunities. This way, everyone can benefit from the best practices available throughout our network of venues.

**Diversity**

Spectra Venue Management is firmly committed to diversity — in our employment practices, our vendor relationships, the customers we serve and our community investment. It's a core part of the way we conduct our business, community by community.

**Diversity Commitment**

Spectra Venue Management’s diversity commitment is organized into four focus areas: supplier diversity, employment and development, community investment, and venue usage.

**Supplier Diversity.** We are committed to equal opportunity and non-discrimination in all aspects of contracting employment. To this end, we have developed a comprehensive program to ensure there is no disparity in employment of workers and in the contracting process for products and services. Our Economic Inclusion and Diversity Plan strengthens our efforts to ensure equal employment opportunity in all contracting activities, and fair participation by minority and women-owned businesses.

**Employment and Development.** All employment-related decisions are made without regard to race, gender, age, marital status, sexual orientation, religion, national origin, citizenship status, disability, or any other protected status. This applies to recruitment, hiring, training, promotion and all other actions/conditions of employment, such as compensation, benefits, reduction-in-force layoffs, and disciplinary actions.

We seek the best employees from a wide range of backgrounds. We participate in local diversity recruiting events and develop valuable partnerships with diverse professional and community-based organizations.

Currently, we are cultivating diversity within our company while building capacity within our communities. We’re building relationships with historically black colleges, Hispanic college organizations, and female colleges and universities to establish internship programs, referral of job applications, skills training, and apprenticeship programs.

**Community Investment.** The success of the venues we manage derives from our connections to our local communities. We partner with a wide range of established national and local organizations, leveraging their expertise and relationships to meet the needs of our diverse communities. Community programs our venues are involved in include:

- Comcast Cares Day
- Big Brothers and Big Sisters
- Toys for Tots
- August Children's Week
- Derby Day
- Arthur Ashe Youth Tennis Education Center
- Community Assists
- Playground Rebound
- La Liga del Barrio
**Venue Usage.** We seek to provide diversity in the sports, entertainment, and events we host in our venues. Recent events include:

- NAACP National Convention
- Church of Christ Women's Conference
- Society for Hispanic Engineers
- Chinese Chamber of Commerce
- National Urban League
- Special Olympics
- League of United Latin American Citizens National Convention
- Wheelchair Basketball

**Affirmative Action**

Spectra Venue Management is committed to complying with the terms and conditions of the Affirmative Action programs of the venues we manage. We take positive action to ensure fulfillment of the program in all areas, including hiring, placement, promotion, recruitment, employment ads, and training. These steps include the following:

- Long-term employment commitments are made, with a specific focus on education and job training.
- We inform all prospective contractors and employees of the Affirmative Action plan.
- The statement “Affirmative Action/Equal Opportunity Employer” is included on all job postings, employment applications, employee handbooks, and other personnel publications.
- The policy is discussed in new employee orientation and in management training programs.
- All new supervisory employees are given a thorough orientation concerning the company's Equal Employment Opportunity policy and Affirmative Action plan within 30 days of assuming supervisory responsibilities.
- Project-specific programs are created to ensure that local minority contractors and residents are aware of the maximum economic benefits of employment opportunities.

**EEO Policy**

Spectra Venue Management's policy is to provide equal employment opportunities to all individuals without regard to race, color, religion, creed, gender, gender identity, age, national origin or ancestry, citizenship, disability, sexual orientation, marital status, veteran status, membership in the uniformed services, genetic information, or any other basis protected by federal, state or local laws.

Also, to the extent required by law, equal employment opportunities are provided to all individuals regardless of any perception that the individual has a protected characteristic, or associates with a person who has or is perceived as having any protected characteristics.

We are committed to compliance with all applicable laws providing equal employment opportunities. This commitment applies to all persons involved in our operations and prohibits unlawful discrimination by any Spectra Venue Management employee.

We also prohibit retaliation against any employee, vendor, contractor or other third-party doing business with us who in good faith reports a violation of this policy or otherwise opposes discrimination or harassment, participates in an investigation of a potential violation of this policy, or otherwise engages in protected activity under the law.
I.4.2.4.2. Methods and Controls for Accounting

Financial Management

In FY 2014, Spectra Venue Management had fiduciary responsibility for over $700 million of gross revenues in our facilities. This is not our money, but we take responsibility to our clients, customers, and communities so seriously that we treat the money as if it were ours. As such, Spectra-managed venues rely on well-tested and efficient systems and procedures for financial management. We view financial management as a critical component of overall venue management.

Spectra-managed venues operate in accordance with Generally Accepted Accounting Principles (G.A.A.P.). Using our financial software program, Spectra Venue Management can easily generate financial reports. We utilize a number of tools to check and crosscheck our financial procedures including annual reports, monthly reports, weekly sales reports, and post-event recaps. Spectra Venue Management also performs internal audits of each venue and has an annual audit performed by an outside firm. In addition, we provide our finance department employees with a detailed instruction manual as well as considerable instruction and corporate support from Spectra Venue Management’s Vice President of Finance, Ken Wajda.

An example of our commitment to proper financial management occurs at our annual Spectra Venue Management Finance Conference. Sessions are held in order to share experiences and discuss proper accounting and budgeting procedures. Since each client has individualized financial management needs, these sessions prove to be a learning experience, providing a forum that allows our Finance Directors to share ideas with each other.

Financial Controls

As with every service we provide, we will tailor our financial management plan to meet the specific needs of the Greek Theatre. Each venue operates under a complete system of financial controls including:

- Annual budget preparation and monthly analysis of financials, reviewing variances and making changes, where appropriate, to attain goals
- Bank accounts (operations and box office funds) with dual signature requirements
- Separation of financial duties to ensure internal controls
- Implementation of cash controls, reporting box office functions, and check receipts
- Maintaining armored car services
- Performing corporate internal audits to ensure contractual and financial compliance

Sage 100 and BizNet

Spectra-managed venues utilize a detailed accounting software program, Sage 100, which is part of the Sage Group, the largest supplier of PC accounting software. As a complement to Sage 100, we use BizNet to generate our custom financial reports. Customized to the public assembly/event business, it enables us to present our clients with detailed profit and loss statements for every event. Our financial reports document results, but also serve as a management tool.

Monthly Financial Reports to Our Clients

- Actual results (monthly and year-to-date)
- Current & year-to-date vs. budget and vs. prior year
- Comments on every variance
Implementation of Financial Management Systems

Tasks that are generally undertaken with regard to implementing financial systems include the following:

- Preparation, implementation, and review of the operating budget.
- Define any special reporting requirements by the client. Offer alternative reports that are easily generated from the accounting system software.
- Review and evaluate the financial condition as of contract start date.
- Establish necessary bank accounts.
- Determine office and communication equipment needs.
- Conduct “mini-audit” of cash, receivables, and payables to ensure validity, accuracy, and completeness.
- Send letter to potential vendors informing them of ordering, purchasing, and payment procedures.
- Order/create necessary office supplies such as checks, deposit slips, purchase requisition, purchase order, and other accounting system and internal reporting forms.
- Institute standard accounting operating procedures.
- Establish cash management procedures, including box office and cash control.
- Establish event settlement procedures.
- Review current purveyor contracts and determine if Spectra should have any or all transferred to its name.
- Evaluate the business risk insurance currently in place and fill in the gaps where necessary.

I.4.2.5. References

I.4.2.5.1. Business References

Spectra Venue Management's past performance on behalf of our clients has been exemplary. Our quality of work is exceptional, and we regularly meet or exceed financial objectives. Our clients have become our best salespeople, and we encourage you to reach out to them. Our Venue Matrix (Appendix B) provides direct client contact information, a detailed facility description, our scope-of-services, and a list of recent accomplishments for each Spectra Venue Management-managed venue. As requested by the RFP, listed below is direct contact information for some of our most comparable venues.

Mountain Winery

William B. Bell Auditorium
Dear Chris,

Having had the opportunity to work with our local representatives of Global Spectrum for the past several years, I would like to give the organization high praise for what it has done to raise the level of quality entertainment options for the citizens of Augusta-Richmond County and the CSRA. In just a few short years, the Global Spectrum team has been able to consistently book big name acts and shows, with attendance reaching record numbers. Through conversations with people throughout our community, I have consistently heard just what it means for families and individuals to be able to attend high quality shows regularly without having to drive to a major city to be a part of one. As we continue to grow as a city, top level entertainment options are a must, with regards to helping to attract new businesses and residents alike.

As an organization that has both provided the highest level of entertainment for the citizens I serve, while at the same time giving back to our community, I consider Global Spectrum to be a strong community partner for the City of Augusta-Richmond County. Thank you to you and everyone at Global Spectrum for your contributions in making our community such a great place to call home.

Sincerely,

Deke Copenhaver
Mayor
City of Augusta-Richmond County
It’s been a noteworthy year since we welcomed our new partner, Global-Spectrum, to the Atlantic City convention and entertainment landscape. While the local tourism industry experienced rapid changes, we were pleased to see how quickly Global-Spectrum’s staff was able to successfully adapt to the city and become a valued part of Atlantic City’s tourism market.

In the ensuing year, Global-Spectrum’s far-reaching resources helped deliver the “Do AC” brand to guests at their Philadelphia properties. Staff members have eagerly worked closely with CRDA, Atlantic City Alliance and Meet AC to ensure consistent and coordinated messaging for the destination, which was also reflected in a new Website for Boardwalk Hall.

New concepts such as tailgating pre-event parties at Kennedy Plaza on the Boardwalk also energized the destination and provided another means of engaging our visitors in the city’s wealth of entertainment options.

Through an additional partnership between CRDA, Global-Spectrum and Live Nation Entertainment, we’ve experienced an increase in entertainment bookings and envision a calendar filled with top names into 2015.

Operationally, competitive new labor agreements at both Boardwalk Hall and the Convention Center helped make the facilities more attractive to event producers, while Global-Spectrum’s new multi-year capital improvement program will continue to enhance our first-class facilities.

As Atlantic City continues to evolve as top a U.S. entertainment and convention destination, we look forward to relying on Global-Spectrum’s forward thinking, marketing reach and sensible approach to building operations.

John Palmieri
Executive Director
I.4.2.5.2. Financial References

PNC Financial Services Group
John M. DiNapoli, Senior Vice President
Type of Relationship: Banking
Address: 1000 Westlakes Drive, Suite 200, Berwyn, PA 19312
Phone: 610-725-5760
Email: john.dinapoli@pncbank.com
Below, we have included a reference letter from John.

Deliotte & Touche, LLP
Rob Grasso, Partner
Type of Relationship: Auditor
Address: 1700 Market St., 24th Floor, Philadelphia, PA 19103
Phone: 215-286-8010

Treasury Management
Teresa Forte, Assistant Vice President, Team Lead
Type of Relationship: Banking
Address: 1600 Market St., 19th Floor, Philadelphia, PA 19103
Phone: 215-585-5793

July 2, 2015

To Whom It May Concern

Re: Global Spectrum, LP
501 South Broad Street
Philadelphia, PA 19148

Dear Sirs:

Please be advised that the above named entity has maintained a satisfactory banking relationship with PNC Bank for a period of (4) years. This relationship is based upon corporate lines of credit and global financial treasury management services. All of these services have been handled according to terms and in a satisfactory manner.

If you require a more detailed reference, please do not hesitate to contact our office. It may be reached at 610-725-5760.

Sincerely,

John M. DiNapoli
Senior Vice President

PNC Financial Services Group
Bank of America Plaza
Suite 2200, 1 Penn Center
Philadelphia, PA 19103
I.4.4.b. Venue Owner Contacts

Included in this Response as Appendix B, our Venue Matrix details our complete client portfolio, including venue owner, contacts and references for every venue under Spectra’s managerial control. Each venue profile includes venue name, address, type, seating capacity, contact information including phone and email, length of time services have been provided and description of services.

As we have previously mentioned in this Section, we have identified the following venues with similar characteristics to the Greek Theater:

- Mountain Winery – Saratoga, CA – Spectra client since 2007
- William B. Bell Auditorium – Augusta, GA – Spectra client since 2008
- Atlantic City Boardwalk Hall – Atlantic City, NJ – Spectra client since 2014
- PPL Center – Allentown, PA – Spectra client since 2012

Annual Gross Revenues for the most recently completed year (2014) are provided in the chart on the following page. Note that, management contracts which began in 2015 and those that are currently being negotiated will not be reflected in this chart.
I.4.4.c. Community Involvement

Spectra understands the importance of the Greek Theatre's management company's relationship with the surrounding community. In order to fully understand the impact that this facility has on the community, we have met with the following individuals and organizations throughout this RFP process:

- Los Feliz Neighborhood Council
- Los Feliz Improvement Association
- Los Feliz Towers Homeowners Association
- Franklin Hills Homeowners Association
- Greek Theatre Advisory Committee
- Hollywood Studio Neighborhood Council
- Hollywood Network Coalition
- Hollywood Chamber of Commerce

Additionally, thanks to Spectra's longstanding history selling corporate partnerships for the Greek Theatre, we have developed a number of relationships with local business entities including Nelson's Supermarket, Coffee Bean & Tea Leaf, Louise's Trattoria, Zona Rosa Coffee, Kettle Tyme Popcorn, Imagine Chocolate

Spectra’s detailed approach to Community Involvement and Collaboration can be found in Section II.A.16. – Community Collaboration.
I.5.3. Financial Capacity

I.5.3.1. Good Standing

Spectra Venue Management is in good financial standing, and consistently shows strong operating performance and financial results. In addition and as previously mentioned, our parent company, Comcast Spectacor, is owned by the Comcast Corporation, the nation’s leading provider of cable, entertainment, and communications products and services. Again, this relationship makes Spectra Venue Management the most dynamic, well-capitalized firm in the business.

To demonstrate this good standing, we have enclosed within this Response Spectrum L.P.’s financial statements for the past three years, which represents our good standing and include no “going concern” issues.

Spectra Venue Management and Comcast Spectacor’s financial results are consolidated into Comcast Corporation’s annual report. Therefore, we are also including financial information for Comcast in order to give a complete and thorough understanding of our overall financial capacity. Given that Comcast’s annual reports are such voluminous documents, in the interest of brevity we have included a highlight sheet below from the most recent report.

Annual reports from the past five years, financial ratings, and other supportive information indicating the financial condition of Comcast can be downloaded from www.cmcsk.com. These financial statements — which were audited by Deloitte & Touche LLP, a major independent CPA firm — provide evidence of our combined financial strength and stability.

Specific questions pertaining to this audited financial statement should be directed to:
Ken Wajda, Vice President of Finance, Spectra Venue Management
(215) 952-5216 or ken_wajda@comcastspectacor.com

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**Item 6: Selected Financial Data**

**Comcast**

<table>
<thead>
<tr>
<th>Year ended December 31 (in millions, except per share data)</th>
<th>2013</th>
<th>2012</th>
<th>2011 (1)</th>
<th>2010</th>
<th>2009</th>
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<tr>
<td><strong>Statement of Income Data</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>$64,657</td>
<td>$62,570</td>
<td>$55,842</td>
<td>$37,937</td>
<td>$35,756</td>
</tr>
<tr>
<td>Operating income</td>
<td>13,583</td>
<td>12,179</td>
<td>10,721</td>
<td>7,980</td>
<td>7,214</td>
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<tr>
<td>Basic earnings per common share attributable to Comcast</td>
<td>6,816</td>
<td>6,203</td>
<td>4,160</td>
<td>3,635</td>
<td>3,638</td>
</tr>
<tr>
<td>Corporation shareholders</td>
<td>$2.60</td>
<td>$2.32</td>
<td>$1.51</td>
<td>$1.29</td>
<td>$1.27</td>
</tr>
<tr>
<td>Diluted earnings per common share attributable to Comcast Corporation shareholders</td>
<td>$2.56</td>
<td>$2.28</td>
<td>$1.50</td>
<td>$1.29</td>
<td>$1.26</td>
</tr>
<tr>
<td>Dividends declared per common share</td>
<td>$0.78</td>
<td>$0.65</td>
<td>$0.45</td>
<td>$0.378</td>
<td>$0.297</td>
</tr>
<tr>
<td><strong>Balance Sheet Data (at year end)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total assets</td>
<td>$158,813</td>
<td>$164,971</td>
<td>$157,818</td>
<td>$118,534</td>
<td>$112,733</td>
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<tr>
<td>Comcast Corporation shareholders’ equity</td>
<td>47,847</td>
<td>40,458</td>
<td>39,309</td>
<td>31,415</td>
<td>29,096</td>
</tr>
<tr>
<td><strong>Statement of Cash Flows Data</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cash provided (used in):</td>
<td>$14,160</td>
<td>$14,854</td>
<td>$14,345</td>
<td>$11,179</td>
<td>$10,281</td>
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<td>Operating activities</td>
<td>(9,514)</td>
<td>(1,466)</td>
<td>(12,508)</td>
<td>(5,711)</td>
<td>(5,897)</td>
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<tr>
<td>Investing activities</td>
<td>(13,975)</td>
<td>(4,937)</td>
<td>(6,201)</td>
<td>(115)</td>
<td>(4,908)</td>
</tr>
</tbody>
</table>

(1) For 2013, 2012 and 2011, refer to Management’s Discussion and Analysis of Financial Condition and Results of Operations included in the Annual Report on Form 10-K for a discussion of the effects of items impacting net income attributable to Comcast Corporation. In 2013, 2012 and 2011, net income attributable to Comcast Corporation was restated after deducting net income attributable to noncontrolling interests of $309 million, $17 million and $1 million, respectively. The reduction in net income attributable to noncontrolling interests in 2013 was primarily due to the Redemption Transaction in March 2013. See Note 4 to Comcast’s consolidated financial statements for additional information on the Redemption Transaction.

(2) On January 28, 2011, we completed the NBCUniversal transaction in which Comcast acquired a controlling interest in NBCUniversal. The results of operations of NBCUniversal are included in the financial information above for all periods following January 28, 2011. Refer to Note 4 to Comcast’s consolidated financial statements for additional information on the NBCUniversal transaction.

**NBCUniversal**

Omitted pursuant to General Instruction I(2)(a) to Form 10-K.

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**Financial data for Comcast Corporation**: This excerpt from Comcast Corporation’s annual report shows Global Spectrum’s financial strength and stability.
I.5.3.2 Investment

I.5.3.2.1 Investment Amount

Under this concession agreement we are required to provide a staffing expense, Base Management Fee, and all associated expenses related to the administration and operation of the Greek Theatre. Under this arrangement, we anticipate that earned revenues will be the initial source of funds used to offset expenses. There will be a reconciliation of revenues versus expenses with balances paid to the appropriate party upon such settlement.

We anticipate that, depending upon the start date of the contract, that we would need to fund an initial amount of approximately one (1) month of the total anticipated expenses under our Staffing and Management Plan. This amount is approximately $150,000. After this initial cash outlay, we expect the venue to operate at profitability, thus not requiring additional short-term cash infusion from Spectra.

I.5.3.3 Funding of Concession

I.5.3.3.1 Source of Funding

The source of funding for the above amount will come from cash reserves.

I.5.3.3.2 Funding Percentages

One hundred percent (100%) of the above amount will come from cash reserves.

I.5.3.4 Financial Documentation

I.5.3.4.1 Cash Reserve Documentation

Included in Appendix C are the last twelve (12) months of Global Spectrum, L.P.’s Working Cash Statements from PNC Bank.

Additionally provided in Appendix C is a current Dun and Bradstreet Report on Global Spectrum, L.P.

I.5.3.4.2 Loan Documentation

Not applicable, no loans will be used to fund the operation.

I.5.3.4.3 Additional Documentation

No additional sources of funding are to be used.
II.A. Operational Oversight and Management Plan

Spectra Venue Management looks forward to the opportunity to work closely with the Department for the day-to-day oversight of the Greek Theatre. We will abide by all policies and standards set forth for the venue by the Department, constantly looking out for your best interests.

We understand that, to best provide this oversight, the Greek Theatre requires an expert corporate support team and on-site staff. Spectra's support team, which has been outlined in Appendix A, includes a team of industry experts renowned for their accomplishments and services in the areas of management, booking, operations, marketing, public relations, traffic and parking, security, and human resources.

The local team would consist of industry professionals with extensive experience at venues in the Los Angeles market.

On-Site Staff

For our on-site staff, we will develop a first-class team of professionals to oversee the day-to-day operations of the venue. We will work closely with the Department to ensure that our manager candidates are in line with your requirements and ultimately approved by your team.

General Manager Candidate

Our General Manager candidate, Tina Suca, has over 20 years of experience working in the booking and venue management industry, predominantly in the Los Angeles market. Her first job in the music industry was at Nederlander Concerts, and she has operated the Wiltern for Live Nation and the Forum and Nassau Coliseum for SMG. Utilizing her relationships with agents, managers, and promoters, she is currently responsible for event bookings for 38 arenas across North America.

Tina's extensive booking and management experience, combined with her advanced knowledge of the Los Angeles market makes her the ideal candidate to oversee day-to-day operations at the Greek Theatre. Tina's resume has been provided on the following pages.

Rave Reviews

“Spectra has made a positive difference in the overall operation of Liacouras Center. They hired an excellent general manager and provided a highly qualified team that made a smooth and effective transition. They ‘get it.’ In the first five years as our private management firm, they increased our event bookings, increased our revenue, and increased the overall efficiency of the operation; they’ve taken the operation from a deficit to operating surpluses.”

— Rich Rumer, Associate Vice President, Business Services, Temple University
Objective
I am a motivated, results-oriented, passionate and ambitious executive seeking a new opportunity with an industry leader who shares my commitment to excellence in the music industry. I have 20 years of experience in live event booking & venue management to contribute.

Experience

ArenaNetwork, Los Angeles: Vice President of Entertainment
Feb 2012 - Present
- Primary contact for agents and promoters, representing ArenaNetwork member venues
- Maintain ongoing relationships with promoters, agents and managers to acquire the most up to date information on touring/live events
- Provide members, individually and collectively, assistance in increasing the quantity, profitability, and quality of events at their venues
- Recommend acceptable proposals and ticket scaling
- Lead a weekly member conference call to update and summarize all new touring developments
- Communicate to board members on monthly basis.

Nashville Coliseum for SMG, New York: General Manager & Regional Bookers
Oct 2010 - Feb 2012
- Managed and operated a venue that included: NHL tenant, 37 unions & 16 full-time SMG staff
- Arena Programming: Concerts, family shows, film shoots & corporate events
- Prepared financial forecasting, created annual budgets and presented capex planning to County Board
- Identified new revenue opportunities and created Hispanic music series that initially created 4 extra shows that first year and opened the venue to a new market
- Established customer service programs
- Assessed event risk profile and formulated new safety guidelines resulting in lower insurance premiums
- Collaborated with Marketing, Group Sales and Sponsorship to create innovative incentives
- Board member on the Nashville County Sports Commission

The Forum for SMG, Los Angeles: General Manager
Aug 2007 - June 2010
- Overseas all aspects of arena business and operations
- Structured all booking and event deals
- Assertively and creatively expanded the use of the building by lobbying the music, film and TV industry
- Provided strategic, creative and operational direction for venue and staff
- Liaison between building owner, SMG, city and county officials
- Implemented and ensured compliance with company and government statutes
- Directed food and beverage provider on points of sale, variety and customer service resulting in 11% increase in sales
- Organized and Managed large scale community events
- Responsible for all financial aspects, annual budgets, forecasting and growth plans
- Delivered most profitable years for the building owner

The Wiltern/Live Nation, Los Angeles: General Manager
- Responsible for all aspects of venue operations
- Negotiated all rentals: Concerts, Commercial Shoots, Corporate Events
- Event settlement, created security, EMS and staffing plans for all performances
- Prepared revenue forecasts for events
- Intermediary between venue, city and county officials
- Prepared annual budgets
- Organized subcontractors for maintenance and cleaning

Jack Uitindt Presents, Los Angeles: Vice President - Booking & Event Management
May 2004 - Aug 2005
- Talent Buyer for West and Midwest focusing on secondary and tertiary markets
- Talent Buyer and on-site Logistics Manager for radio shows:
- Shows included Waveshow with KTWV, KBIG Jingle Bell Bash, KJND's Jingle Ball and KISS (Seattle) BFD show
- Marketed and provided PR, for shows and events
- Sales for corporate events
- Authored building and artist contracts
- Handled travel arrangements for artists and entourage
- Airlines, hotels, shuttle vans, and limo

Paisley Park/AEG, Los Angeles: Executive Assistant to Prince
Jan 2004 - May 2004
- Provided all managerial duties for Prince including negotiating and presenting offers/proposals and booking of Prince’s private parties and events
- Scheduled TV/radio interviews and studio time
- Booked Artist's Travel: air (private and commercial), cars, and hotels
- Liaison between Prince and Sony Music
- Ticketing for press and industry VIP's
House of Blues: Sunset Strip, Los Angeles:

**Artist & Industry Relations Manager & Talent Booker**  
Jan 1997 – April 2004

• Primary liaison to artists, agents, managers, and record labels  
• Manager and coordinator for all engagements at the House of Blues, Sunset Strip  
• Rentals and logistics for music related and corporate special events  
• Artist Development - Booking of shows for main music hall and Foundation Room - focusing on Latin talent and local bands  
• Responsible for ticket holds and processing for labels, artists, agency and promotions  
• Managed and scheduled staff for shows and events

**ADDITIONAL EMPLOYMENT EXPERIENCE:**

**Virgin Music Group, Beverly Hills: Special Projects Coordinator**  
1996 - 1997

• Liaison with publicity directors for Virgin worldwide  
• Responsible for artist touring itinerary, special events scheduling and artist-media relations  
• Booked artist travel for these events  
• Job responsibilities focus on priority artists: The Rolling Stones, The Smashing Pumpkins, The Sex Pistols, George Michael and David Bowie

**MCA Concerts, Los Angeles: Artist Liaison & Ticket Manager**  
1993 - 1996

Joined the team as a Booking Assistant and was promoted twice  
• Supervised backstage crew  
• Personal liaison to artists, agents and managers during all engagements  
• Managed ticket holds for artists, agents, managers and press  
• Special event planning and coordination for visiting artists

**Nederlander Concerts, Hollywood, CA: Talent Booking Assistant**  
1990 - 1992

• Handled VIP industry seating and hospitality arrangements for the Greek Theater, Pacific Amphitheater and Parc Presentations  
• Implemented offers, confirmations, contracts and riders

References Available
II.A.1. Operational Oversight

**Scope-of-Services**

Spectra Venue Management provides at least a portion of the scope-of-services listed below for all of our managed venues. Working closely with your staff, Spectra will serve as the Department’s agent with respect to the day-to-day operations of the Greek Theatre. We will abide by all policies and standards set forth by the Department’s Board of Recreation and Park Commissioners, including a Standard User Agreement, Booking Policy, and any other rules and regulations.

**Administration and Finance**

- Accounting
- Accounts payable/receivable
- Budgeting
- Capital improvement programming
- Cash management, rolling forecasts, and flash (event) reports
- Event settlements
- Fixed asset inventory and control
- Financial controls and reporting
- General administration
- Human resources
- Information technology (IT)
- Internal audits
- Investments and banking relations
- Labor negotiations/relations
- Payroll
- Purchasing
- Risk management/insurance

**Event Booking and Scheduling**

- Display booth and cooperative participation by venues at industry shows
- Comprehensive national booking and routing services
- Biweekly booking calls
- Monthly director of sales calls
- Monthly marketing calls
- Personal meetings with event producers and meeting organizers
- Aggressive event booking — corporately and at each facility
- Attendance at national industry meetings to represent each facility
- Cooperative industry advertising and collateral pieces representing all venues
- Securing corporate and media event sponsors
- Aggressive event marketing and promotion

**Ticketing Services and Box Office Management**

- Supervision of ticketing service contractors
- Daily sales reports and controls
- Event settlements
- VIP services
- Event information to the ticket buying public
- Services to disabled customers

**Sales and Marketing**

- Advertising signage sales
- Barter/trade agreements
- Community and media relations/outreach
- Corporate partnership sales
- Creation of brochures and collaterals
- Database marketing
- Development of key media relationships
Electronic media production
Event marketing and promotions
Event sponsorships
Facility advertising and marketing
Graphic services
Grassroots marketing
Group sales
Marketing surveys and research
Media buying
Photo opportunities
Planning of major client functions
PR campaign development
Premium seating sales
Print, radio, and television production
Revenue creation
Ticket sales
Venue awareness and exposure
Website development and management

Customer Service
Implementation of Spectra Venue Management's company-wide customer service program, customized for the Greek Theatre
On-going training
Employee recognition program/rewards
Customer satisfaction surveys
Focus group meetings
Concierge service for premium seat customers
Community Relations

Operations and Engineering (back-of-the-house)
ADA compliance
Building signage
Capital improvement programs (FF&E)
Changeovers
Electromechanical maintenance (preventive and repairs)
Events management
Exterior landscaping
Housekeeping and janitorial maintenance
HVAC/utility management
Labor management
OSHA compliance
Green building (environmentally friendly, energy efficient)
Parking
Recycling and conservation
Repairs and maintenance
Security/emergency planning and evacuation procedures
Trash removal
Stage, lighting, sound, technology
Shuttle programming
Warranty management of FF&E

Management of Ancillary Services (includes supervision of third-party contractors)
Business services/rentals to tenants
Food and beverage (catering and concessions)
Guest services
Merchandising/novelties
Parking and shuttle transportation
Management of material third-party contracts

“St. Louis is a highly competitive concert market and promoters like AEG Live have several options on where to book the various artists we work with.

AEG Live believes that Chaifetz Arena stands out in the marketplace because of the confidence and respect we have for your current manager/operator, Spectra Venue Management.

The deals are competitive but fair for all parties. The service and attention to detail are exemplary and the advertising and promotional assistance we receive really makes a big difference in the success of our shows.

There is no question that Spectra Venue Management is truly representing the best interests of St. Louis University, and we believe they should continue as the manager of the Chaifetz.”

Joe Litvag
Senior Vice President
AEG Live

We like playing Spectra venues because we know that they are going to work hard to take care of us before we arrive with marketing and ticket sales, and the day of the show with set up and professionalism.

Darin Lashinsky
CEO
(NS2) National Shows 2, LLC
II.A.2. Event Booking

Overview

While a successful event depends largely on strong promotions and great performances, landing that event in the first place depends almost exclusively on rock-solid relationships with the industry’s many players. Spectra Venue Management has built a figurative performance stage for sports and entertainment superstars that extends across North America and around the world by developing such relationships with acts, agents, and promoters at the local, regional, national and international level.

Our corporate booking staff’s decades of intense, in-the-trenches involvement — as well as our aggressive pursuit of talent, shows and special events — means that potentially every venue we manage, regardless of its size or location, is a part of the industry’s conversations around booking and scheduling.

What’s more, our onsite general managers are empowered to book as many events as they can (taking into account the overall parameters established by the Greek Theatre and the Department, of course). General managers work in tandem with the corporate team, leveraging Spectra Venue Management’s resources and access to artists and events already booked in their respective region. The result? Successful relationships — and successful events.

Booking at the Greek Theatre

This is an exciting time for the Greek Theatre. Through overseeing an open venue model, Spectra will be able to manage the demand of various promoters to ensure that the venue is well-booked with high-profile acts. This demand will also allow us to leverage rental rates, ensuring that maximum revenue is achieved in conjunction with a world-class events schedule.

Spectra would provide ongoing communication with Los Angeles, New York, and Nashville agents, national and local promoters, and artist managers to identify booking opportunities for the Greek Theatre. Spectra would also identify additional business opportunities such as award shows, television/film shoots, festivals, family content, speaker’s series, ethnic events, and corporate events. Our marketing team would work on developing a campaign to attract non-traditional clients to rent the amphitheater, creating new and distinctive event ideas to maximize revenue, capitalizing on the Greek Theatre’s unique amenities and location.

Booking and Scheduling Policy

For Spectra Venue Management, generating event bookings and operating revenue is an ongoing priority. Ultimately, our primary responsibility is to book a full, diverse schedule of events — and to sell as many tickets to these events as possible.

For the Greek Theatre, we will work within your booking and scheduling policy, and provide recommendations as needed to ensure it’s most effective for the venue and the community. Also, we’ll recommend a target event mix by category that takes into account the following for each event:

- The Greek Theatre’s booking priorities
- Economic impact
- Opportunity for other events to occur simultaneously
- Ancillary income potential
- Repeat business potential
- Prime scheduling dates for the primary tenant
- Fit with the community’s cultural composition and diversity
**Booking and Scheduling Local Events**
We understand the need to develop relationships with local, civic, and non-profit organizations that can promote various events. These include various organizations that could be the beneficiaries of corporately sponsored fundraising events.

Working within the Department’s policies for the Greek Theatre, we’ll develop a plan for possible local corporate subsidies to attract smaller and price-sensitive business that would have sizeable economic benefit. As we have outlined later in this Section under the heading “II.A.16. Community Collaboration”, we are familiar with the venue’s current relationships with entities such as John Marshall High School, the Children’s Hospital of Los Angeles, the community at large. We will work closely with the Department to develop opportunities for these and other similar entities to continue to enjoy this venue, which has become such a well-known and cherished community staple.

**Corporate Event Booking and Networking Services**
Our venue managers often enlist the support and leverage of our corporate event booking teams, which include:

**Arenas, Stadiums and Theaters**
- John Page, President
- Hank Abate, Sr. Vice President, Arenas and Stadiums
- Brock Jones, Vice President of Booking
- Mike Scanlon, Regional Vice President and General Manager, PPL Park; Director of Booking
- Brian Ohl, Regional Vice President and General Manager, Budweiser Gardens, Director of Canadian Booking

**Recent Activity at Spectra Venue Management Venues**
Spectra Venue Management venues around the globe have recently played host to concerts, family shows and more, including:

**Concerts**
- Aerosmith
- Beyoncé
- Billy Joel
- Black Keys
- Bon Jovi
- Bruce Springsteen
- Carrie Underwood
- Coldplay
- Dave Matthews Band
- Def Leppard
- Drake
- Eagles
- Elton John
- James Taylor
- Jason Aldean
- Justin Bieber
- Justin Timberlake
- Katy Perry
- Kings of Leon
- Kiss
- Kenny Chesney
- Lady Gaga
- Luke Bryan
- Madonna
- Metallica
- Michael Bublé
- One Direction
- Paul McCartney
- Queen
- Phish
- Rihanna
- Roger Waters
- Rush
- Taylor Swift
- U2
- Zack Brown Band
Family Shows
- Disney Live
- Cirque du Soleil
- Disney on Ice
- Doodle Bops
- Dora the Explorer
- Harlem Globetrotters
- How to Train your Dragon

Performing Arts
- Broadway Plays
- Symphony Concerts
- Pops Concerts

Major League Sports
- NBA Basketball
- NFL Football
- NHL Hockey
- MLB Baseball

Minor League Sports
- Hockey (AHL, ECHL, CHL)

College Sports
- NCAA Tostitos Fiesta Bowl
- NCAA Frozen Four
- NCAA Men's Wrestling Finals
- NCAA Men's and Women's Basketball
- NCAA Men's and Women's Hockey

Other Sports
- Major Junior Hockey OHL/WHL
- Cheerleading Competitions
- Motorsports
- Monster Trucks
- PRCA – Rodeos
- Professional Bull Riding
- Arena Cross

Miscellaneous
- Community Events
- Graduations (college and high school)
- Ride and Drives
- Commercial Shoots
- Proms
- Weddings
- High School Competitions
- Motivational Speaking tours
  - Get Motivated
  - Benny Hinn - the healer

Conventions and Trade Shows
- International, National, Regional and State Conventions
- Trade Shows

Performing Arts
- Lipizzaner Stallions
- Ringling Bros. and Barnum & Bailey Circus
- Sesame Street Live
- Walking with Dinosaurs
- Wiggles

Major League Sports
- NLL Lacrosse
- MISL (Major Indoor Soccer League)
- MLS Soccer

Minor League Sports
- AFL (Arena Football League)

College Sports
- NCAA Men's and Women's Gymnastics
- Conference and NCAA Regional Tournaments

Other Sports
- WWE – Wrestling
- Ice Racing
- Disson Skating
- Professional and Amateur Boxing
- Weightlifting/Body Building
- USA Gymnastics

Miscellaneous
- Consumer Shows
- Custom Bike Shows
- Farm Shows
- Lawn and Garden Shows
- Pet Shows
- High School/College Graduations
- Republican National Convention
- Private Auto Shows
- Public Auto Shows

Conventions and Trade Shows
- Meetings
- Banquets (Corporate and Social)
**Major Event Experience**

Spectra Venue Management has substantial experience with major events. Examples of events held at our managed venues include:

- 2012 NHL Winter Classic
- Super Bowl XLII and Super Bowl XLIX
- NHL Stanley Cup Finals
- NBA Finals
- NBA All-Star Game
- Tostitos Fiesta Bowl
- BCS National Football Championship Game (2007 and 2011)
- College Football National Championship Game (2016)
- College Football National Semi-Final Game (2016 and 2019)
- MLB World Series
- NCAA Regionals
- NCAA Frozen Four
- NCAA Wrestling Championship
- Numerous International Soccer Matches including USA vs. Mexico (2007 and 2014) and Real Madrid vs. Los Angeles Galaxy
- USA Sevens Rugby
- Men’s and Women’s Canadian Curling Championships
- Memorial Cup
- US Republican National Convention
- Figure Skating Championships
- X-Games
- World Cup of Hockey
- US Olympic Gymnastics Trials
- FIFA Club World Cup
- Etisalat Cup Finals
- Capitala World Tennis Championship
- WrestleMania XXVI

**Active Association Memberships**

Spectra Venue Management is actively involved with the most prominent associations and tradeshows relevant to our industry, including the following:

- Academy of Country Music (ACM)
- Billboard Touring Conference
- Concert Industry Consortium (CIC)
- Convention Industry Council (CIC)
- Country Music Association (CMA)
- International Association of Venue Managers (IAVM)
- IAVM Crowd Management Conference
- IAVM Safety and Security Academy
- Accepted Practices Exchange (APEX)
- International Association for Exhibition and Events (IAEE)
- International Association of Festivals and Events (IAFE)
- International Entertainment Buyers Association (IEBA)
- American Society of Association Executives (ASAE)
- International Special Events Society (ISSE)
- Leadership Music
- Meeting Planners International (MPI)
- National Association of Consumer Shows (NACS)
- Professional Convention Management Association (PCMA)
- Religious Conference Management Association (RCMA)
- Society of Independent Show Organizers (SISO)
- The Recording Academy (Grammys)
II.A.3. Food & Beverage

Spectra Venue Management, as a matter of routine responsibility and as part of our base management, for all clients, oversees the food and beverage (concessions and catering) operations at all of our managed facilities. Spectra Venue Management understands that a third party will provide concessions and catering at the Greek Theatre. It will be our responsibility to oversee, manage, and supervise this contractor to ensure their success, and provide the level of service consistent with a Spectra Venue Management operation.

Spectra Venue Management has a successful record of overseeing third-party concessionaires at a number of our venue operations. In each case, our goal is to represent our client’s best interest in generating the highest volume of food and beverage (concessions and catering) sales that we can, while still maintaining product quality, fair pricing, and great customer service. In many cases, we work with these third-party contractors to develop creative pricing and all-inclusive packages that make it easy for venue users to do business with us as one united entity.

Food & Beverage at the Mountain Winery

Nowhere is Spectra Venue Management’s Food & Beverage experience more relevant to the Greek Theatre than the services we provide at the Mountain Winery in Saratoga California. At this top-rated outdoor amphitheater, Spectra Venue Management and Spectra Food Services & Hospitality work closely together to make it one of the most popular concert venues in California. One that is renowned for its upscale food and beverage offerings and dining options. As part of our overall management of the facility we have achieved the following results and instituted the initiatives below to drive incremental revenue at the venue:

- **Per Cap Spending.** Consistently increased spending on food and beverage and parking, with the following per person spending amounts per year:
  - 2013=$32.69
  - 2014=$35.87
  - 2015=$36.54

- **Promotional dining card distributed in parking areas.** During each event, our parking attendants distribute a custom promotional dining card with a description of each restaurant and venue map as cars arrive. This gives our patrons an opportunity to learn about our food and beverage offerings as they park and walk into the venue. The dining card program has helped to grow walk-in dining counts significantly. In 2012, the venue had 919 walk-in diners. In 2013 the number rose to 1,285, and in 2014 the facility sold a record 2,174 diner packages. In three years, the walk-in dining program grew by 42%.

- **Changing menu items mid-season.** Not only does this concept keep the menu new and exciting for customers, but has several other advantages. We are able to choose ingredients that are seasonal and local. This also allows us to control food cost more carefully.

- **Menu engineering.** We recently began engineering the menu to highlight items with a lower food cost, which in-turn creates more profit for the facility while still offering high quality products. There are other psychological idiosyncrasies of menu engineering, such as never using a dollar sign by a numerical value or even the simplicity in the way the menu is formatted for the guests to read and select from.

- **Expanded Food and Beverage Offerings and Upselling.** In order to increase per capita spending, we now offer several ‘side dish’ items to the prix fixe menu for an additional cost. Our servers are trained in “upselling” methods.

- **72-hour email:** 72 hours before each concert, we send an informational email to all ticket purchasers. We inform them of the weather, refer them to our FAQs, and most importantly, encourage them to pre-purchase dining. This email consistently creates a 30% increase in dining sales for each show.
Experience Working With Third Party Concessionaires

Spectra Venue Management knows that the success of our catering and concessionaire professionals is the success of the venue, and ultimately, our success! Therefore we go out of our way to assist and accommodate any and all of our concessions partners for the benefit of our clients and guests. Many of the facilities we manage have third party concessionaires and we feel we bring these entities more value and marketing support than any other management company in the industry.

As an example, Spectra Venue Management manages the Kovalchick Convention and Athletic Complex on the campus of Indiana University of Pennsylvania but does not provide the food services for the Complex. The following are examples of how catering and concession services are provided.

Catering
The facility General Manager and Conference Sales Manager work hand-in-hand with the on-site third-party Catering Manager to ensure the quality and first-class service that our clients have come to expect of a Spectra-managed facility.

Clients who choose to hold their events in the Kovalchick Complex Conference Center initially meet with the Conference Sales Manager and the Catering Manager. This concept presents a teamwork approach to secure the space that the client desires as well as to get a feel for the style of catering for their upcoming event. At this juncture, the prospective client is presented with the in-house catering menu. If the standardized menu is not sufficient to meet their needs, a customized menu will be created collectively among the Conference Sales Manager, the Catering Manager, and the client.

Once the event is contracted and the menu has been selected, clients are delighted to find that Spectra's Conference Sales Manager is their single point of contact for all of their needs leading up to the day of their event.

Concessions
While the overall operation of arena concessions at the Kovalchick Complex is managed by a third party, Spectra has offered extensive assistance in various ways that have helped coordinate the arena concession stands.

Through the market analysis that was completed by Spectra Venue Management Marketing Department, we were able to evaluate and recommend concession items to be sold at the concession stands, as well as submit regionally competitive pricing suggestions to the arena concessionaire.

Spectra Marketing Initiatives
Marketing Tracker
Spectra Marketers have developed a Food & Beverage Marketing Tracker. This is a shared document, which catalogs creative marketing strategies to support food and beverage sales in our venues across the nation. In the last eight months, Spectra Marketers have submitted 102 promotions, with supportive details such as:

- Type of event where promotion was featured
- Social Media support
- Revenue and profitability
- Creative names for promotions

This tracker provides an easily accessible database that also provides the necessary tools for implementation. Our marketing staff at the Greek Theatre would be able to cross reference this to obtain and develop creative season-long and event-specific food and beverage promotions.
Corporate Sponsorships
As we have previously mentioned, Spectra's corporate partnership services division, formerly known as Front Row Marketing Services, has been engaged with the Greek Theatre since 2010. In that time, our team has worked diligently with local and regional businesses along with the third-party concessionaire to “brand” concession stands in order to provide recognized products to the patrons of the Greek Theatre, such as:

- MillerCoors
- Heineken
- Constellation Brands (Mondavi wine)
- Pernod Ricard (Absolut Vodka and Malibu Rum)
- Firestone Walker Brewery
- Coca-Cola (soda/water/energy drink)
- Coffee Bean & Tea Leaf
- Kettle Tyme Popcorn
- Imagine Chocolate

Should Spectra be awarded management of the Greek Theatre, we would continue to work closely with venue stakeholders and providers to create and support localized concessions stands and menu items, which resonate within the Los Angeles market.

Additionally, Spectra's parent company is vertically integrated in the entertainment and sports industry and also owns Spectra Food Services & Hospitality. The Spectra Food Services & Hospitality management team provides Spectra Venue Management with access to its combined 100 years of food service management experience, which includes providing upscale food service at The Mountain Winery, among others.

II.A.4. Sponsorships and Box Seating

Spectra Venue Management’s Corporate Sponsorships Service
Spectra, by virtue of our Corporate Partnership Services division, formerly known as Front Row Marketing Services, has been engaged selling sponsorships on behalf of the Greek Theatre since 2010. While we were not contracted to sell box seating at the venue, this is a core service of our company. Further details regarding our long history of success at the Greek Theatre, as well as our approach to continuing to grow sponsorship sales and assume the management of box seating sales, can be found later in this Response in Section II.C. Sponsorship and Box Seating Sales Plan.

II.A.5. VIP Sections & Parking Sales Management

Approach to Sales
A detailed look at Spectra Venue Management's approach to sales for the Greek Theatre can be found in Section II.C. Sponsorship and Box Seating Sales Plan. In this Section, we have provided extensive details regarding our approach to selling premium areas, including VIP parking.

As we have demonstrated throughout this Response, Spectra has been engaged with the Greek Theatre since 2010, selling all corporate partnerships for the venue. This experience makes us well-prepared to provide immediate success for the Department in managing the sales of VIP areas within the venue.
II.A.6. Event Services

Spectra provides customer-oriented event services at all of the venues we manage, assuming full responsibility for all aspects of event management. An event manager is assigned to each event and is responsible for overseeing the coordination of staffing, security, customer service, safety, and all other aspects of event management. Staffing for each event depends on factors such as the promoter’s requirements, show demographics, expected attendance and guest expectations.

For the Greek Theatre, we will manage and provide the proper amount of ushers, ticket-takers, security, and other applicable staff for all events. As part of our Business Inclusion Outreach, we have already contacted a number of sub-contractors who can assist in fulfilling these services at the Greek Theatre.

Detailed information regarding our proposed event staffing plans can be found in Section II.B. Event Services and Staffing Plan.

II.A.7. Custodial Service

Spectra will manage custodial services of the Greek Theatre before, during, and after events. Our staffing plan as it pertains to custodial services can be found in Section II.B. Event Services and Staffing Plan. As part of our Business Inclusion Plan Outreach, we have already contacted a number of sub-contractors who would be able to assist in fulfilling these services.

Below, we have provided details regarding our detailed approach to custodial services.

Spectra’s Approach to Custodial Services

We’re committed to exceeding industry standards for custodial services. Although we customize our services for each specific venue, Spectra Venue Management provides the necessary policies and procedures in our operations manual for routine maintenance, cleaning, recycling, trash collection, room set-up, conversions, and related work needed to keep the venue in like-new condition. At the Greek Theatre, we will work closely with the Department to review your policies, and provide any customizations or supplementary information needed.

Staff Training

The custodial staff members and sub-contractors at each Spectra Venue Management-managed venue are trained to safely and efficiently perform the required tasks described in our operations manual. Each task must be completed as efficiently as possible, minimizing the impact on visitors during events. We also require mandatory staff participation in training, and we document each element of our training program. Here’s a brief overview of some of the most important custodial maintenance areas we focus on during operations.

The Master Custodial Checklist. Every location in the venue is prioritized on a master custodial checklist by how often it needs to be checked or cleaned. Tasks are entered in a computerized maintenance management system, ensuring that cleaning in every part of the venue is addressed in a timely manner, and preventing areas from going an extended period of time without review. This system also allows us to track the costs associated with maintaining the venue on a monthly basis.

Flooring. Flooring is a large capital investment item in a venue, making it imperative that we focus on hard floors and carpets. Detailed cleaning and maintenance methods are provided in the operations manual.

Equipment. Frequently used event equipment such as tables, chairs, pipe and drape, and staging are checked and maintained continually to prevent permanent damage, and to ensure that an unacceptable piece of equipment is not used during an event.
II.A.8. Financial Reports and Marketing Plans

**Report to the Greek Theatre**

Effective and timely communication with the Client cannot be overstated, and our General Manager will take the lead to ensure Spectra is meeting the requirements of the Department for the Greek Theatre, including the provision of an operating budget, monthly financial reports, marketing plans, and pro-forma for the length of the agreement, including accounting detailing all revenues and expenditures for each concert/event. Audited financials will be submitted on an annual basis.

While the reporting function is subject to continuous improvement, we recommend the following as a starting point for further discussion:

- **Written Weekly Reports/Updates to the Contract Administrator**
  - Includes Executive Summary of notable activity
  - Sales Bookings
  - Customer Correspondence
  - Press Articles
  - Relevant Industry Related Articles

- **Written Monthly Reports/Updates**
  - Sales Bookings and Sales Activity
  - Events On-the-Books (by year)
  - Press Articles
  - PR Activity
  - Website Summary
  - Critical Issues
  - Financial Performance
  - Communication Issues
  - Quality Issues
  - Department Recaps
  - Turnover
  - Successes
  - Survey results
  - Customer Comments
  - Community Feedback and Initiatives

- **Written Annual Reports/Updates**
  - Messages from the General Manager, Mayor, Contract Administrator
  - Summary of prior year's accomplishments
  - Venue Overview
  - Staffing
  - Customer Service
  - Partners
  - Financial Performance
  - Market Segment Summary
  - Community Involvement
  - Client Testimonials
  - Signature Events
  - Future Outlook
  - Community Feedback and Initiatives

For your review in *Appendix D* of this Response, we have included the following sample venue reports:

- Sample Venue Financial Statement
- Sample Event Settlement

We have also enclosed a copy of Atlantic City Boardwalk Hall and Convention Center Annual Report for the most recently completed fiscal year.
Sales and Marketing Plans

It all seems straightforward enough: A venue’s ultimate purpose is to bring people together, so an effective marketing plan simply means selling more tickets.

Of course, if it were really that easy, everyone would be doing it — and the truth is, no one in the industry comes close to matching the exceptional support Spectra Venue Management provides for marketing, advertising, promotions, and sales.

We place the highest priority on creating awareness about venues and their events, selling tickets to those events, and ensuring that we bring attendees back for more. Achieving these goals requires developing a customized, comprehensive sales and marketing plan specific to each venue’s unique needs. It means providing industry-leading solutions for integrated marketing, premium seat and sponsorship sales, and new sources of revenue.

It means building a top-notch team of more than 40 marketing, sales and public relations experts at the corporate level, as well as a network of professional venue marketers around the world, all working together with a “one marketing department” mentality. And it means maintaining a relentless, company-wide focus on one primary goal: selling tickets and enhancing revenues for our clients.

And that, simply enough, is how we bring it all together — and how we bring people together.

The Spectra Venue Management Difference

As the acknowledged industry leader in sales and marketing, we develop a customized plan for every venue we manage worldwide, allowing us to focus clearly on our clients’ goals and how we’ll achieve them. For the Greek Theatre, our team will work diligently to meet the following goals:

- Maximize the number tickets sold for each Greek Theatre event
- Enhance offerings and increase sales of premium, VIP, and box seats
- Assist in attracting and marketing the largest number of appropriate events possible
- Maximize revenue from facility sponsorship, commercial rights, and interactive marketing/promotional platforms

Spectra Venue Management also differentiates itself from the rest of the industry in the way that we:

- **Take an aggressive approach.** We sell actively, directly and aggressively by practicing yield management principles. We make event presentations easy for those who rent and use our venues, which promotes repeat business.
- **Book non-traditional events.** We generate revenue by booking incremental corporate, social, and special events that fill gaps in the calendar and enhance the venue’s event mix.
- **Engage stakeholders.** We work with local organizations, including sports commissions, CVBs, and youth and community groups, to build connections between the venue and the mission of these community groups.
- **Build new revenue sources.** We create additional revenue for venues in numerous ways, including:
  - Pre- and post-event activities that prolong customer visits and help sell more food, beverages, and merchandise
  - In-house ad agency and public relations services for event promoters
  - Group ticket sales
Corporate Support and Services

Spectra Venue Management provides an unmatched level of sales and marketing support, thanks to ongoing dialogue, idea sharing, and information exchange among our corporate marketing executives, regional marketing directors, regional interactive marketing directors, and onsite marketing directors.

Onsite marketing directors at all Spectra-managed venues communicate regularly with regional and corporate executives, including bi-weekly conference calls with regional marketing directors and regional interactive marketing directors. During these calls, they share best practices and resources, discuss new initiatives, monitor the performance of onsite marketing directors, and help each other overcome marketing challenges.

Monthly one-on-one calls at the regional level, as well as annual marketing meetings — including workshops and conferences — further help each onsite marketer increase revenue and improve the bottom line.

Specific sales and marketing services we provide from the corporate level include:

- Complete in-house advertising, event marketing and promotional services
- A sophisticated, systematic, and effective plan for selling group tickets
- Industry awareness campaigns
- Public, media and community relations services
- Expert assistance and support for website development, design and maintenance, and search engine optimization (SEO)
- Database marketing to generate show attendance and ticket sales
- Event promotional tie-ins and sponsorships
- Sale of advertising signage, sponsorships, and other revenue-generating commercial rights
- Graphic design services

Proven Leadership

Spectra Venue Management’s ideal size allows our corporate marketing executives to maintain regular contact with every marketing leader at every venue we manage. This mentoring system has developed homegrown marketing personnel who head marketing, public relations, and group sales activities throughout our venue network.

Three Spectra Venue Management executives most responsible for the company’s industry-leading marketing efforts are Bob Schwartz, Ike Richman, and Mark DiMaurizio.

Bob Schwartz, Vice President of Marketing. Bob Schwartz, a 25-year veteran in event and arena marketing, has led the charge in making Spectra Venue Management a marketing powerhouse in the venue management industry. Schwartz oversees more than 85 marketing employees in all Spectra-managed venues.

By implementing a curriculum of bi-weekly regional conference calls for marketing staff, daily correspondence with buildings, and annual week-long marketing meetings, he has established a “one marketing department” mentality at all Spectra-managed venues. The result is an open forum where all employees communicate, support each other, and share ideas on a daily basis. This unique network propels the marketing efforts at Spectra-managed venues to an unequalled level of success in generating ideas, developing customized sales and marketing plans — and, ultimately, in driving revenue.
**Ike Richman, Vice President of Public Relations.** Ike Richman — known throughout the event and arena marketing industry as the “King of Public Relations” — has more than 20 years of expertise, allowing him to provide the tools that give Spectra Venue Management venues an edge in generating buzz among local, regional and national media.

Richman conducts a weekly PR call with Spectra Marketing employees, and requires all press releases to be shared among all Spectra-managed venues, ensuring the success of all employees in conducting their PR responsibilities.

**Mark DiMaurizio, Vice President of Technology Solutions.** With more than 15 years of experience in the media and entertainment industry, DiMaurizio oversees Comcast Spectacor’s sales and marketing technologies, including the CRM, database marketing and customer insight functions, ensuring alignment with business objectives.

Under his guidance, venues use tools such as Salesforce.com, marketing automation, and consumer and business profile analysis to ensure that marketing, sales, and customer services functions are working as smartly and efficiently as possible. Monthly interactive marketing meetings help ensure that all sales and marketing efforts are using technology to its fullest, while aligning with business goals and processes.

Press Conference at USF Sun Dome featuring Live Nation, Spectra Venue Management and USF Athletics announcing Grand Opening Concert; Elton John September 14, 2012
Corporate support. Spectra Venue Management’s ongoing corporate and regional support for onsite marketing directors leads to high-profile community involvement, significant ticket sales, enhanced revenues, and a high comfort level for artists, agents and promoters.
**Campaign Components**

By providing extensive marketing support at the corporate level, Spectra Venue Management ensures that the Greek Theatre's sales and marketing campaigns can be executed in-house and cost-effectively, without turning to outside agencies.

**Marketing Assistance to Event Promoters**

Once an event is booked, Spectra's marketing department at the Greek Theatre will ensure that the event is properly marketed throughout the community, working closely with promoters in every way possible to increase revenue. When an outside promoter markets an event, Spectra will assist in executing and augmenting those efforts.

**Strong Relationships**

An effective advertising plan relies on the marketing department and advertising representatives having a good relationship. Positive relationships can stretch the media dollar and result in advantageous placement of the advertising.

Likewise, PR relies on good relationships between the venue's marketing department and the media. The better the relationship, the easier it is to get a story — and to maintain control of what's said about the venue and its events.

**Venue Marketing and PR Activities**

The marketing and PR activities we undertake vary for all of the venues we manage, depending on each one's particular objectives and needs. That said, our general marketing and PR approach typically includes:

- Aggressively promoting the venue as “the place to be,” through direct sales, online marketing, publicity, advertising, and outreach to community organizations
- Developing a public relations image enhancement campaign
- Hosting tours, receptions and promotional functions for potential business partners
- Working with the local Convention and Visitors Bureau (CVB) and other tourism organizations to promote the venue as a destination
- Hosting meet-and-greet receptions with our staff
- Developing a high-quality newsletter to be published at least quarterly
- Creating an ad campaign focusing on:
  - Convenience and uniqueness of venue
  - Variety and quality of food
  - Exceptional service
  - Memorable events
- Preparing an annual advertising supplement in a weekend edition of the local publications, featuring:
  - Message/column from government leaders, chamber president and other key community figures
  - Illustrations and images of the venue set-up for events
  - Catering and VIP hosting capabilities
  - Customer testimonials
  - Information on parking and transportation
- Developing package deals on a per-cap basis that include rent, service charges, parking and meals; include hotel rooms whenever possible
- Developing customer friendly marketing materials stressing one point of contact (i.e., Spectra Venue Management) for all client needs

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**Rave Reviews**

“I would like to thank Spectra Venue Management for producing a very successful Kenny Chesney concert. The stadium staff were phenomenal and so helpful with the marketing and PR of the event, the event production and overall operations.”

— Kate Des Enfants McMahon, The Messina Group
Public Relations
An effective public relations campaign is an important, low-cost marketing tool for venue and event promotion. Under the direction of Ike Richman, Spectra Venue Management creates successful PR plans for grand openings, ribbon cuttings, anniversary events, special occasion events, crisis situations, media relations, and daily operations.

Throughout his career with Spectra Venue Management and parent company, Comcast Spectacor, Richman has overseen the grand opening of 14 venues throughout North America. He has publicized numerous large-scale events that have generated major national and regional media coverage. Working closely with all Spectra Venue Management venues, Richman, an inductee of the Philadelphia Public Relations Association's Hall of Fame, and his staff members consistently design outstanding local, regional, and national PR campaigns.

PR relies on good relationships between the marketing department of the venue and the media/press. The better the relationship, the easier it is to get a story and control what is being said about the building and its events. Perception is reality: if people are told an event is going to be good, they will buy tickets.

For every event that comes to our venues, our marketing department creates unique PR pitches to attract local, regional, and national media. Raising awareness for upcoming events is a key component toward driving ticket sales and complimenting traditional marketing.

Examples of PR stunts that have been done to attract media coverage include: advance interviews, live newscasts from the venue with talent, Globetrotters playing on the roof of a Spectra-managed arena.

Event Marketing and PR Activities
Again, the specific activities we'll undertake at the Greek Theatre will be built around the venue’s specific needs and objectives, as well as the Los Angeles market’s unique characteristics. Spectra’s history of selling sponsorships for the Greek Theatre puts us one step ahead of the competition, as we have longstanding relationships with corporate entities that can be utilized as key local resources to enhance marketing and public relations efforts.

That said, our general approach to event marketing and typically includes:

- Coordinating advertising, public relations, promotions and group sales
- Soliciting sponsorships
- Coordinating community involvement, including charitable efforts and events with such entities as:
  - Make-A-Wish Foundation
  - Ronald McDonald House
  - Big Brothers and Big Sisters
  - Children’s Aid Foundation
- Development and distributing news releases
- Negotiating and executing paid media buys
- Organizing promotional campaigns
- Conducting group sales mailings and follow-ups
- Coordinating press credentials
- Monitoring sales activity
- Providing access to Spectra Venue Management’s Intranet site, which contains templates for marketing plans, press releases, and other best practices materials developed from years of promoting events
**Media Buys**

**TV/Radio**
The advantage of our in-house marketing department is the well-developed local relationships with our vendors at all levels, including sales, promotions/marketing, programming, and upper management. Spectra Venue Management secures “bigger picture” deals by leveraging the unique amenities that only our state-of-the-art facilities and events can offer. Our in-house agency has worked with many different types of events ranging from minimal to very large-scale advertising budgets. Our strategic plan from the beginning is to establish goals based on specific buying parameters (flight dates, gross budget, target demographics, and qualitative data). Once we establish our objectives based on these parameters, we put together a comprehensive plan that outlines how to achieve these goals. We present multiple options to our promoters so that we can combine our market expertise with the promoter’s knowledge of their ticket purchasers.

There is ample opportunity at the Greek Theatre to leverage in-venue collateral for trade deals with local media outlets. Through Spectra’s engagement selling sponsorships at the venue, we have a substantial trade agreement with KTLA5.

Los Angeles offers a unique television market in that there are many local TV stations and a large concentration of entertainment media outlets. This creates an excellent opportunity for the development of mutually beneficial partnerships resulting in decreased advertising rates for the venue and increased opportunity to gain exposure on the Greek Theatre website, social media sites, and in-venue signage collateral.

**Print/Outdoor/Out-of-Home**
By layering other traditional media such as print, outdoor, and out-of-home, we are able to create a comprehensive marketing and advertising campaign that surrounds the lifestyle of our potential customers (ticket buyers). By approaching our customers during all aspects of their day, they can hear/see the message in a multitude of ways.

Spectra Venue Management’s marketing department develops strong annual relationships with outlying newspaper and publications in which we operate on a trade-only basis, spending zero cash while maximizing our reach in the market.

**Grassroots Marketing**

**Working with Community Organizations**
Spectra Venue Management takes pride in our community partnerships. Over the years, we have established long-standing relationships with local businesses and organizations that help us promote our upcoming events on a regular basis. We work with our promoters to either receive exclusive discounts or complimentary tickets, to trade with our partners in order to use their space. Whether we display posters in restaurants, and have the servers include our event flyer in their billfolds, or the local ice cream shop creates an event-specific ice cream flavor, we are continuously working with our partners to gain exposure for each event.

**Creative Messaging**
We understand that one of the most important aspects of a promotional plan is Grassroots Marketing. In addition to working with local organizations, promoters want to see how and when their show message is hitting the market. As a compliment to the fliers and posters we print and distribute throughout the market, we also look for opportunities to display the message creatively. For example, Spectra Venue Management marketers dressed up like characters from *Disney On Ice* and passed out “wanted” posters with ticket and show information. We also had a street team hang the Wanted Posters throughout the city and supplemented this grassroots campaign by having a splash page on our website.

**Results:** This grassroots campaign sold 264 tickets for $5,280.
Employee Discounts
Our community outreach and grassroots efforts also extend into our buildings; we value our employees and their families and always try to work with our promoters on securing a discount exclusively for them. We have found success with these offers both in generating revenue and growing morale.

Results: Our employee discount offer for the Disney On Ice show, held over the holidays, sold 171 tickets for $3,762.

Sponsorship
At the Wells Fargo Center in Philadelphia, Chick-Fil-A signed on as presenting sponsor of Ringling Bros. $12 Circus Kids Ticket. All print/TV/radio advertisements were tagged with Chick-Fil-A logo as the presenting sponsor. Chick-Fil-A promoted Ringling Bros. circus in restaurants with tray liners, bag stuffers, and red clown noses. All circus purchasers could receive a free six-piece chicken nugget package by showing their ticket at retail locations.

Results: By tracking the ticket sales through unique Chick-Fil-A promo codes, we tracked 6,781 total tickets sold for net revenue of $124,978.

Interactive Marketing
Spectra Venue Management is far and away the industry leader in the increasingly critical area of interactive marketing, offering educational programs, tools, and techniques for every venue we manage. Our ahead-of-the-pack marketing strategies for venues and events include website and smartphone applications developed by our IT specialists specifically for the marketing department. We fully integrate these applications into traditional ad media, such as printed materials, ensuring high visibility for all messaging platforms.

Our interactive marketing efforts have yielded stellar results for the venues we manage. For example, recent presale emails for Wells Fargo Center in Philadelphia — sent to email newsletter subscribers prior to general ticket availability — have been a huge success, often accounting for about 15% of all ticket sales, or hundreds of thousands of dollars in revenue.

Websites. Consumers increasingly get their first impression of a business from its website. That’s why it’s critical to provide accurate, informative and easy-to-navigate event information that allows consumers to plan their entire stay online. Our in-house Comcast Spectacor IT team can provide expert guidance and education on developing, designing and maintaining the Greek Theatre's website — or we can build and host the site on your behalf. We can develop an enhanced venue website that includes:

- Virtual tours
- Links to various local sites and attractions
- A smartphone-friendly version
- Online giveaways and promotions
- Online sales kit requests
- E-commerce options

We’ll also ensure that the site follows best practices for search engine optimization and usability.

Additional Platforms. Other technology-related components of our marketing initiatives for the Greek Theatre could include:

- Weekly email blast featuring enter-to-win promotions
- A comprehensive social media program to promote your venue and events
- Advertisements on smartphones and digital billboards
- 30-second advertising spots to run on stadium video boards
- Pre-sale offers to venue and event databases
- Contests and tie-ins with online and digital media sponsors and partners
- Facebook contests and Twitter updates
- Search engine marketing
- Pop-up ads and enter-to-win online contests
- Online ticket auctions
- Promotions on “daily deals” sites such as Groupon

**CRM/Demand Generation Product Capabilities**
Consolidating data from all customer touch points into a centralized marketing data warehouse forms the basis of one-to-one marketing. Our CRM/Demand Generation solution is made up of the following areas:

- **Lead Generation.** Identify, score and nurture leads and prospects
- **Contact Manager/Customer Service.** Create a single, complete view of customers; develop relationships; track their lifetime value
- **Customer Segmentation.** Segment specific data groups for targeted sales efforts
- **Email Marketing.** Compose and send emails; provide reporting and analytics

**Social Media Strategy**
Spectra Venue Management marketers are industry leaders in regards to Social Media and Interactive Marketing. The network of support, training, and expertise Spectra Venue Management Marketers are offered is unmatched in the facility management industry. On a regional support level, Spectra Venue Management has a Regional Interactive Marketing Manager who is responsible for:

- Maximizing communication and resources while;
- Supporting all social media and online ticketing initiatives
- Advocating and ensuring best practices
- Maximizing new resources and emerging technologies
- Communicating new initiatives

**Social Media Example: The Mountain Winery Interactive Assets**

<table>
<thead>
<tr>
<th>Facebook Page</th>
<th>Twitter</th>
<th>YouTube</th>
<th>Email Data Base</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fans: Over 21,000</td>
<td>Followers: Nearly 2,000</td>
<td>Video Views: Over 30,000</td>
<td>Over 48,000 Subscribers</td>
</tr>
</tbody>
</table>

Aside from greater numbers, developing an effective social media strategy ultimately leads to higher levels of engagement between the venue, the community, and the media. As an example, The Mountain Winery Facebook page averages over 700 unique, active users per week. Spectra Venue Management marketers are industry leaders when it comes to social media strategy and have many resources at their disposal.

**Database Acquisition**
A creative way that Spectra acquires new contacts is by running contests to win tickets both on the venue website and partner websites. Throughout the year, our managed venues execute initiatives in an effort to grow our respective VIP/Cyber Club databases. An example of this type of contesting includes our “Key to the GMC” program, which we have detailed on the following page.
Key to the GMC. The General Motors Centre hosts their “Key to the GMC” contest, which encourages the public to sign up as many friends and family as they can to the Backstage Pass e-mail club. The chosen winner receives a pair of tickets to every event hosted at the General Motors Centre the following year. This has been executed for the past three years; each year increasing the database by over 1,000 members from the contest alone.

Email Marketing

The UMass Mullins Center Cyber Club email database is composed of more than 35,000 members, and includes sign-ups, opt-ins, and past purchasers of live events, and tenant games. The Mullins Center distributes a dedicated e-blast to announce each event that comes to the arena, and offers its members pre-sale passwords to purchase tickets before the general public. Additionally, the venue distributes e-blasts around specific holidays, such as Christmas, Valentine’s Day, Mothers Day, and Fathers Day. Every event is listed within the “event listing” column in every email that is sent out to the database.

The Mullins Center Cyber Club email database is so strong that pre-sale numbers continually exceed those of media partners and promoter/artist pre-sales.

In Philadelphia, the Liacouras Center’s email database is over 40,000. The Ingrid Rosario presale email below went to 44,074 accounts of which 43,664 accounts sent successfully.
Google Adwords
Spectra Venue Management's marketing department executes search engine marketing campaigns to convert Google search traffic into direct ticket sales. Upon clicking on the Google Ad, the user is directed to a landing page on the venue website where there is a video promoting the show, text info about the show, and a link for purchasing tickets.

Below are some examples executed by the WFCU Centre, managed and marketed by Spectra Venue Management:

- WFCU executed a Google Adwords campaign for Cirque du Soleil Quidam. Approximately $1,700 was spent -- and generated nearly $56,000 with 894 tickets sold -- an ROI of 3,219%.
- WFCU also executed a Google Adwords campaign for “Sesame Street Live Elmo’s Super Heroes” in which we spent $229.30 and generated 55 tickets sold for $1,577 for an ROI of 688%.

Retargeting Campaigns
Spectra-managed venues utilize the highly innovative Spectra Ticketing & Fan Engagement system to implement online retargeting campaigns. We place an individual tracking script on the event page of our website. We then can place a tracking cookie on the computer of every potential customer who visits a specific event page on the venue website to track the success of the campaign.

When the user leaves the website, they are shown advertisements that promote the event they have already expressed an interest in.

One recent success was a retargeting campaign for Cirque du Soleil: Quidam. The Cirque pages were tagged with the tracking code. We reached 10,293 unique users and logged a total of 206,442 Cirque du Soleil ad impressions, as users who had visited the event page browsed the website. The initial investment was $1,116, and resulted in $16,297 in ticket sales to 65 customers -- for an ROI of 1,460%.

Chaifetz Arena at St. Louis University implemented a retargeting campaign for Batman with the following results:

<table>
<thead>
<tr>
<th>Spent</th>
<th>Impression</th>
<th>Click Through Rate</th>
<th>Estimated AOV</th>
<th>Total Conversion</th>
<th>Total Revenue</th>
<th>Estimated Incremental Conversions</th>
<th>Estimated Incremental Revenue</th>
<th>Return on Advertising Spend (per $1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$500</td>
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</tbody>
</table>

Staying ahead of the competition. QR code created by Spectra Venue Management marketers to use on grassroots material for Disney On Ice show.
Group Sales and Marketing

Overview
Group sales — which generally involves sporting tenants, family shows and selected concerts — often plays a critical role in generating additional facility revenue. That's why Spectra Venue Management takes every step possible to choose the right sales professionals for every venue we manage — and once we've added them to our team, we provide ample, ongoing training and development opportunities.

For instance, our sales team members attend the Spectra Venue Management sales and marketing conference held every June; they participate in one-on-one conference calls with a regional director; and they join bi-weekly national calls with other group sales personnel to share ideas, brainstorm, and discuss industry trends, revenue-generating topics, and sales and technology training.

Thanks to our group sales efforts, we achieve on average 20% of overall ticket sales for events that use our group sales services. Depending on the event, this can range from 5% to 30% of total gross ticket sales. We have group sales professionals in more than 24 venues, generating more than $8.5 million annually in group sales. This level of success builds confidence on the part of our tenants and show promoters, and it produces additional revenue for our clients.

Methods for Selling Group Tickets
Spectra Venue Management employs a variety of methods for selling group tickets, including:

- **Traditional group sales.** An internal mechanism within a company or organization promotes the event, and it collects and exchanges money for tickets.
- **A super group.** A group distributes a promotional code to members, who book their tickets individually by phone, online or in person at the box office.
- **Consignment.** A group receives tickets without upfront payment; unsold tickets are returned along with the payment for sold tickets.

Maximizing Revenue
We have found considerable success in generating additional incremental revenue for our clients by identifying rooms and areas within the venue that can be used to create an event within an event. Examples of potential revenue-generating events and activities are included below.

**Pre-Show Parties**
At the Greek Theatre, we can create themed parties that allow guests to arrive at the venue before the main attraction and enjoy food, drinks and entertainment. In many cases, we also provide a memorable gift inscribed with the date and the venue name. A package price includes a ticket to the show, as well as admission to the pre-show party.

Often, these packages are offered as an exclusive opportunity during the presale period to a database of email club members or VIP members. We will work with the catering company to decide on a menu, decorations, and theme, and to deliver a successful event. We would generate revenue for the Department through a surcharge on the package. In addition to themed dinner packages, birthday parties and VIP receptions, we also create corporate pre-event gatherings at our managed venues.

**Intimate Artist Showcases at the Greek Theatre**
Working with managers and labels on new artists and new releases, we would utilize available space to showcase emerging talent and new music releases, allowing the Greek Theatre to be in the forefront of the music scene, establishing long lasting relationships with the artists, and creating additional revenue with rental and food and beverage fees.
**Supporting L.A. Arts, Film and Fashion**
We can think of no better place to celebrate Los Angeles’ diversity and artistic community than the Greek Theatre. Utilizing the hospitality areas for afternoon or early evening events, lectures, and exhibits would provide unique experiences for patrons and the community.

**Sales and Marketing Initiatives for the Greek Theatre**
II.A.9. Promoter Collaboration

Relationships with Event Promoters

We don’t typically align ourselves exclusively with one promoter in a market. Rather, we serve as the agent (landlord) for our clients by maintaining an open venue to all qualified promoters. This policy not only generates more business for our clients but also creates higher levels of net income as well — with no conflict of interest.

Further, we help develop and strengthen relationships between the venues we manage and independent promoters, giving these venues a much stronger presence and position in conversations about tour booking and scheduling.

At the Greek Theatre, we would look to assist third party promoters in marketing their events, assisting with operational elements, and selling tickets — but we would not promote or co-promote events, or assume any type of financial risk with events produced at the venue.

Concert Events and Special Bookings

By raising the profile of the venues we manage, we help their respective general managers build ongoing, productive relationships with as many independent promoters as possible, including those listed on the following pages. (Our key personnel have structured many deals with all of the listed promoters and producers.)

National and Regional Promoters. Regional and national music promoters working with Spectra Venue Management’s venues include:

- Live Nation
- AEG Live
- Outback Concerts
- The Messina Group
- Jam Productions
- Varnell Enterprises
- Concerts West
- Police Productions
- NS2
- Frank Productions
- Knitting Factory
- AC Entertainment
- Red Mountain
- Blue Deuce

Family Show Promoters. All family show promoters and producers book Spectra Venue Management venues. These promoters and producers include:

- Feld Entertainment
  - Ringling Brothers Barnum & Bailey Circus
- Disney on Ice
- Disney Live
- Winnie the Pooh
- Feld Motorsports
II.A.10. Event Settlement

As previously mentioned, Spectra will manage the Department’s money as if it were our own. We have established settlement processes at all of the venue’s we manage, and will do so for the Greek Theatre. This process will focus on ensuring that all fees owed are collected in an efficient and timely manner.

In Appendix D, we have included a sample event settlement report. This would be customized on an as-needed basis for the Greek Theatre.

II.A.11. Promoter Incentive Program

Manage the Department’s Incentive Policy

At the Greek Theatre, Spectra will abide by the Department’s Promoter Incentive Policy and act as it’s fiscal agent to facilitate this effort. We will closely review this policy, and provide any recommendations for implementation and improvement.

Spectra is experienced with promoter incentive programs, and a successful example of this is at the Singapore Sports Hub. We have provided details about this program below.

Singapore Sports Hub Incentive Program

- In order to secure annual utilization commitments from our event promoters, we have established incentive programs for all of our venues at the Singapore Sports Hub, which take into consideration event type and genre, total number of events, number of performances, attendance and gross sales.
- These programs are completely transparent, meaning that any promoter can sign up as they are not bespoke for any individual group or organization; thus avoiding any criticism of favoritism.
- Annual incentive programs are contractually memorialized agreements between the promoter/event organizer and the Singapore Sports Hub, with copies provided to our client for audit purposes.
- Since the venue’s multiple financial rental terms are pre-agreed upon and stipulated in the annual agreement, the booking process is more streamlined as opposed to arranging “one-off” agreements. Promoters only need to place dates on hold, and are not burdened by protracted rental negotiations.
- This program allows the promoter to determine how much (if any) of its annual incentive benefits they wish to share with the event/artist; rather than forcing the venue to always be the entity which has to give in to the artiste demands.
- To ensure that the venue does not miss out on any opportunities, we do allow an event promoter to book an event with the option of voluntarily excluding it from their Annual Incentive Contract, thus negotiating a separate one-off arrangement.
II.A.12 Ingress and Egress

Security

Spectra oversees the ingress and egress of all of the venues we manage, and we understand the importance that this aspect of an event has on the patron's experience, as well as their overall safety and security. At the Greek Theatre, we will incorporate venue-specific ingress and egress protocol into our overall security plans for the venue. These plans will be aligned with the traffic and parking plans for the venue, which we have detailed in the following sections.

Security Our Approach

Security is of paramount importance for Spectra's venue managers, who fully understand the potential perils of bringing together thousands of people into a single setting. From parking to admittance and during performance through guest departure, all guest safety concerns are of top priority.

However, today's public mass gathering events demand a much greater emphasis on public safety and crowd management. It requires a heightened state of vigilance and an unwavering focus on safety. It calls for in-depth training to prevent and respond to myriad types of emergencies. And it demands that venues have command, control, and communication plans to maintain their security and safety when the unexpected strikes.

To those ends, Spectra Venue Management places a heavy emphasis on creating and using proven security procedures at the venues we manage. We know that security and crowd management are perhaps our most basic and important responsibilities. After all, patrons will not attend events at venues where they feel unsafe — and promoters will not book events at venues with poor attendance records.

Ultimately, Spectra Venue Management takes security and patron safety seriously as we are not just ensuring fan safety, but we are responsible for the owner’s facility and reputation.

Our Focus

In the broadest sense, we focus on the following areas of safety and security:

- Scheduling and directing event admission, peer group security, ticket takers, emergency medical personnel, and law enforcement
- Ensuring that tenants understand and comply with venue policies
- Ensuring that our emergency preparedness plan takes into account the most up-to-date intelligence given the various terrorist threats throughout the world
- Ensuring compliance with all federal, state and local fire, building, and life safety codes

A Stellar Safety Record

A notable event where security was of utmost importance at a Spectra Venue Management venue includes this year’s 2015 Super Bowl at the University of Phoenix Stadium in Glendale, AZ.

We have worked closely with the Secret Service Presidential Protective Division, White House Communications Agency, White House Press Lead, Air Force One Advance Team, and the White House Advance Lead. Additional speakers and events hosted recently include the Democratic Candidates Forum, His Holiness the Dalai Lama, and former President Bill Clinton.
Security Specifics

Security Procedures. Spectra Venue Management’s operations manual details specific security procedures, including:

- Coordination with public safety stakeholders
- After-hours lockdown
- Monitoring of video cameras
- Shipping and receiving management
- Radio communications during each event
- Command post procedures and protocol
- Arrest and eviction policies
- ID system/access control
- Control and security of fixed asset inventory
- Customer service for security staff
- Security staff role in accident prevention and incident reporting
- Policy regarding peer group/stage and backstage security for concerts
- Posting of house policies
- Policy regarding search and seizure
- Training of life safety (AED use, CPR, evacuation procedures)

Additional duties include monitoring of entry points and secured areas for employees and visitors. Security will be enhanced and supplemented by event security during those times when events are being conducted.

Training

We encourage the venues we manage to invest in high-quality security equipment including alarms, coded entries and digital monitoring systems, and clear directional and instructional signage. However, most important to crowd control and security is having a well-trained and attentive staff.

Each Spectra Venue Management employee undergoes extensive training in security and crowd management procedures. In addition, our employees are provided with reference manuals that have detailed and systematic instructions. Also, our key people at each venue attend the International Association of Venue Managers (IAVM) Oglebay School of Public Assembly Management, attend the annual IAVM Crowd Management Conference to learn the latest in security and crowd management, and are members of the National Center for Spectator Sports Safety and Security (NCS4) to stay current on professional and live entertainment event trends.

Crowd Management

Spectra Venue Management has developed proven techniques for crowd management, including:

- Define and publish venue policies for each event
- Evaluate the effects of the sale of alcohol
- Have a clearly defined chain-of-command for all event staff, including police, security, medical staff, ushers, and ticket takers — especially in terms of what to do during an emergency
- Encourage patrons to report dangerous situations “See Something, Say Something”
- Conduct lawful but effective patron screening
- Establish and enforce legal capacity limits for each event set-up
- Constantly check for and remove dangerous obstructions to allow for successful emergency exiting and evacuations
- Stay in control of the stage and ensure performer safety
- Allow only those with specific tickets into certain area of the venue
- Keep all aisles clean
Be sure the PA system works and has the ability to override the show sound system
- Do not turn off the house lights completely
- Incident report writing and documentation as necessary
- Event security task force meetings so that public safety and event staff are working in unison
- Event research and trending to develop the appropriate security staffing levels
- Well-trained switchboard operator

II.A.13. Parking Operations

Parking Management
Spectra Venue Management performs parking and traffic management at a variety of our facilities around the country. In many cases we operate parking in-house, and in other cases we manage a sub-contractor that is responsible for the daily parking operation. In either case we are actively involved in the planning, coordination, and management of the parking and traffic operation.

Spectra Venue Management has qualified management personnel experience in coordinating large parking and traffic management operations. These individuals will be used to evaluate and make recommendations for improving the service.

Spectra Venue Management relies upon the expert services of our Vice President of Security and Services, Mike Hasson, to evaluate existing systems and make recommendations for possible change. Mike is responsible for physical and event security in the Wells Fargo Center complex along with parking operations (18,000 car capacity) in the immediate area. He has over 12 years’ experience and reviews security and parking procedures and operations for all Spectra Venue Management managed facilities and reviews security, life safety, and parking at all Spectra-managed venues. He is also a retired member of the Philadelphia Police Department.

Spectra Venue Management believes that a successful Traffic Management Plan can only be accomplished through the coordinated efforts of the venue operator, Traffic Police, and other Municipal Agencies. The Traffic Management Plan must be supported by a detailed marketing and communications program to educate the general public about the available transportation methods, parking procedures, and traffic plans for events.

Parking at the Greek Theatre
In order to fully understand the parking and traffic operations at the Greek Theatre, Spectra staff recently attended a busy weekend event at the venue to experience what a guest would when arriving to, parking at, and leaving the venue. Based on our experience, we have developed a comprehensive analysis of the current operations, including some recommendations for improvement.

The below observations would be developed into a more formal and final parking operations manual, which would be developed as a mutually approved, joint effort between Spectra, the Department, the surrounding community, the Griffith Park Observatory and the City of Los Angeles Police Department/Transportation/Park Services Traffic Control as needed.

Parking Operations
The Greek Theatre has a mixture of lands to use for its parking and traffic operation. The surfaces of these parking areas include paved parking, grass parking, and dirt/gravel parking. The interior parking operations will be designed to ensure safety within the parking areas and minimize excessive wear of the non-paved areas. The overall goal is to maximize on- and off-site parking to minimize or eliminate any stack parking operation, which is unfriendly to guests.
To enhance the parking experience for guests, the continuation of pre-sold parking is highly encouraged. At the point of purchase, it should prompt purchasers to buy a parking permit that has route specific information on the permit. This will assist with the sort-process that occurs when the guest enters the property in order to get them into the proper lane to expedite their travels. The off-site shuttle permit should be the preferred pre-sell option, so as to ease the overall traffic impact within the neighborhood for those events that have an expected attendance higher than what the property can hold for vehicles.

**Parking Lot A (General Public Parking):** Non-stacked parking approximately 160-170 vehicles
This parking area is the first lot on the left as guests enter the property on Vermont Ave. This is a mixture of grass parking and dirt parking. Because of the location of this lot, the objective would be to fill it in as early as possible. This parking area would be the last lot to pre-sell parking permits.
- **Lot Open:** 1½ hours prior to event start time
- **Staffing:**
  - 1 Supervisor
  - 2 Cashiers
  - 1 Entry Attendant
  - 3 Lot Parking Assistants

**Parking Lot B (General Public Parking):** Mixture of stacked and non-stacked parking approximately 400-475 vehicles
This parking area is the second lot on the left as guests enter the property along Vermont Ave. This is a mixture of paved, grass, and dirt parking. The objective would be to fill this lot as early as possible once open. The paved parking area is the only section that would be stacked parking. Both the grass and dirt areas would be non-stacked parking. This parking area would be the second to last lot to pre-sell parking permits.
- **Lot Open:** 1½ hours prior to event start time
- **Staffing:**
  - 1 Supervisor
  - 3 Cashiers
  - 1 Entry Attendant (Also Crosswalk Guard for those coming from Lot A)
  - 5 Lot Parking Assistants

**Golf Course Lot (General Public Parking):** Non-stacked parking for approximately 70 vehicles
This parking area is the first lot on the right as guests enter the property along Vermont Ave. This is a paved parking lot. This lot would only be available for day-of-event parking.
- **Lot Open:** When golf course is empty.
- **Staffing:**
  - 1 Cashier

**Parking Lot C (Equal Access Parking & Overflow):** Non-stacked parking for approximately 300 vehicles
This parking area is located on the opposite side of the Vermont Ave. from the venue. This is mixture of paved and dirt parking. Both areas will be non-stacked parking with cars parallel parked along the curb and fence line on Commonwealth to the park gates, as well as the use of the tennis court parking lots. This lot would only be available for pre-sell to equal access requests. Because of layout of area, it will not accommodate wheelchair parking.
- **Lot Open:** 1½ hours prior to event start
- **Staffing:**
  - 1 Supervisor
  - 2 Cashiers
- 1 Entry Attendant Vermont Ave.
- 1 Entry Attendant Commonwealth Ave. (Off Site Shuttle Buses, Lot D Permit and Lot C Permit Only)
- 2 Lot Parking Assistants

**Shuttle Operation from this location to the box office drop off area**
- 2 Buses (24 passenger)
- 1 Drop Off Assistant (Ensures people do not park and leave their car behind)

**Parking Lot D (Pre-Purchase Parking):** Non-stacked parking approximately for 60 vehicles
This parking area is located on the opposite side of the Vermont Ave. from the venue. This is a mixture of grass and dirt parking. Driving directions for these permits would direct patrons to come in via Commonwealth Ave. Post-event they will be directed out the same way.
- **Lot Open:** 1 ½ hours prior to event start time
- **Staffing:**
  - 1 Permit Collector
  - 1 Lot Parking Assistant

**Quick Park (Pre-Purchase and General Public Parking):** Stacked parking for approximately 70 vehicles
This parking area is located in the middle of Vermont Ave directly in front of the venue. This is a paved parking location. These vehicles will be required to make a U-turn on Vermont so they are facing southerly on the street for easier egress.
- **Lot Open:** 2 hours prior to event start time
- **Staffing:**
  - 1 Supervisor/Parking Assistant
  - 2 Cashiers

**Parking Lot F (Box Suite, Press and Media Parking):** Non-stacked parking approximately 40 vehicles
This parking area is located to the north of the venue behind the box office. This is a paved parking location. This lot will be permit parking only with the Box Suite spaces marked on the pavement. There are a few marked ADA parking spaces with walking path to the north gate of the venue. Guests will either have a parking permit or their name will be on a specific list to gain access to this area.
- **Lot Open:** 3 hours prior to event start time
- **Staffing:**
  - 2 Entry Attendants

**Employee Parking (Employee Badge Required):** Non-stacked parking approximately for 100-125 vehicles
This parking area is located west of Parking Lot F. This is a dirt parking location. It requires the employees to enter Parking Lot F entry to gain access.
- **Lot Open:** 3 Hours prior to event start time
- **Staffing:**
  - No additional staffing required

**Parking Lot G (VIP Parking & Equal Access wheelchair):** Non-stacked parking approximately 175 vehicles
This parking area is located north of the venue and is a paved parking location. Pre-sold parking permits would be available in this lot. The event demographic will determine how many spaces should be held for artist's guests and equal access parking. The lanes are very wide in this parking lot, so additional spaces can be stacked in the middle if required. Sponsor would need to be managed according to contract.
- **Lot Open:** Load In (Staffed 3 ½ hours prior to event start time)
- **Staffing:**
  - 1 Supervisor/Entry Attendant
  - 2 Cashiers
Parking Lot H (General Public Parking): Non-stacked parking for approximately 1000-1100 cars
This parking area is located north of the theatre. This is a mixture of grass and dirt parking. This lot can be pre-sell and day of event parking.
- **Lot Open:** 3 ½ Hours prior to event start time
- **Staffing:**
  - 1 Supervisor
  - 3 Cashiers
  - 1 Entry Lot Attendant
  - 7 Parking Lot Assistants

Limo/Taxi Drop-Off & Pick-Up (Active Loading and Unloading Only): Non-Stacked outside box office approximately 8 vehicles
This area will be used for drop-off and pick-up parking only. This is a paved parking area.
- **Lot Open:** Anytime
- **Staffing:** 2 hours prior to event start time
  - 1 Parking Attendant

Artist Parking (Restricted Parking)
This area is reserved for artist parking only. There will be a list of who can access this area. Parking attendants are also responsible for assisting the artist’s vehicle out onto Vermont Ave.

Truck & Tour Buses (Load In and Load Out)
The trucks and buses will be directed to enter off Vermont Ave. This will be the only point they can access the facility and no trucks will be allowed to come north of Los Feliz until after 7 AM to limit impact on the neighborhood. Once the trucks are unloaded, they will be staged at an off-site lot. Staging and coordination of this information will take place between the Greek Theatre and the head bus/truck drivers.

### II.A.14. Traffic Control

Our traffic plan will take into account not only the vehicle movements but also the pedestrian travel paths. We will work with the surrounding community, the Griffith Park Observatory and the City of Los Angeles Police Department/Transportation/Park Services Traffic Control to perfect the existing traffic plan; maximizing the roadways, parking allocations and shuttle operations servicing the Greek Theatre. This partnership will result in the positive traffic flow experience and ensure the safety of the neighborhood and patrons.

**Traffic Operation Partnerships: Participation**
Traffic management programs may require adjustments when the conditions change due to Griffith Park/Observatory events or other surrounding traffic impacts. Working together with our partners, a successful traffic management program can be developed and adjusted to ensure everyone’s concerns are met.

**Los Feliz Community**
The community is very important part of this successful process and they are a priority. Residents’ traffic concerns will be addressed during neighborhood meetings and resolved in a timely manner. The goal is to continue to minimize the impact on the community. We are sensitive to the need for improved flow of traffic and consistency in operation to allow for ease of access in and out of their residences while minimizing noise impact.
Griffith Park Observatory
The Observatory is a major partner in implementing a successful traffic program, as each venue will have events that could potentially impact traffic flow. By working together to gain a complete understanding of past successful traffic practices we will have the opportunity to enhance their operations. Coordinating both venues will lessen congestion and continue to improve the Theatre's traffic program, allowing for less vehicle traffic within the neighborhood. Parking restrictions would also continue to be strictly enforced.

The City of Los Angeles
The partnership between the Police Department, Transportation, Park Services and the Greek Theatre will be extremely important part of making this a successful program. Working together to understand the Department's views on the positives and negatives of the current program will lead to a quicker success rate. Ensuring that operations meet city codes will result in a clear understanding and enforcement needed to maintain a complete traffic plan.

Traffic Operations
All traffic plans are to be agreed on between the Greek Theatre and City of Los Angeles. Both entities will ensure all required components are implemented to ensure safe vehicle and pedestrian movement around the venue. Positions will be a combination of off-duty L.A.P.D, Park Services Traffic Control, and Greek Theatre Traffic Control. Based on an observation from July 3, 2015 it is suggested the current three-lane configuration on Vermont Ave should be continued.

No Parking Sign Placement
Along the main usage streets of Commonwealth, Hillhurst, and Vermont there should be temporary "NO PARKING" signs to ensure maximum road space can be utilized. These signs will vary depending on the location, but most of them should have a start time of 4 PM or 5 PM and stay in place until 12 AM to ensure the traffic is clear. If there is a vehicle that is left within those areas they will need to be removed so not to impact the traffic movement.

Ingress: Main Entry off Los Feliz
Hillhurst at Los Feliz – Lot C, Quick Park, Lot H, Golf Course & Observatory Traffic
Hillhurst is a one-lane road that will meets with Vermont Ave. At this point, Hillhurst will turn into the far right lane out of the three-lane option. Because of the location of this lane this would best serve Lot H, Lot C (Equal Access Overflow) and Observatory traffic. By designating this entry for these locations, it should cut down on the amount of questions closer to the theatre.

Vermont at Los Feliz – Lot A, Lot B, Lot G, Equal Access, Drop Off
Vermont is a two-lane road that meets with Hillhurst. At this point, the left lane will stay left and go reverse median while the right lane will turn into the middle lane of the three. The left lane will feed Lot A and Lot B. The Middle Lane will feed Lot B, Lot G, and drop off.

Commonwealth at Los Feliz – Lot D, Lot C, Vip, Artist & Shuttle
Commonwealth is a two-lane road when no parking is allowed on the west side of the street. By using this road for these lots, it will free up Vermont to allow for quicker access into and around the area.

Egress:
Hillhurst at Los Feliz – Quick Park & Lot H; Inbound Pick Up
Vehicles leaving Lot H and Quick Park will be in the left lane, which is reverse on Vermont. When it arrives at Hillhurst, it will be directed out to Los Feliz. Pick up traffic will come in via Hillhurst to gain access to the area. The Shuttle will use this as a return road to the venue.
The Greek Theatre | Response to Request for Proposals For Oversight of the Greek Theatre’s Open Venue Model

Vermont at Los Feliz – Lot A, Lot B, Lot G, Equal Access, Drop Off
Lot A and Lot B will exit from the right lane. Lot G, Quick Park, and Equal Access parking will exit from the left lane on Vermont. Both of these will be forced all the way down to Los Feliz.

Commonwealth at Los Feliz – Lot H, Lot D, Lot C, Golf Course & Shuttle Exit
Commonwealth will turn to an egress only point. The shuttle will enter via Hillhurst so this will be one lane exit out to Los Feliz.

**Traffic Street Positions:**

**Ingress: LAPD or PSTC**
- Hillhurst and Vermont (Reverse Lane Operation): 2-3 LAPD or PSTC
- Lot A Entry: 1 LAPD or PSTC
- Lot B Entry: 1 LAPD or PSTC
- Lot G Entry: 1 LAPD or PSTC
- Lot H Entry: 1 LAPD or PSTC

**Ingress: Theatre Traffic Control Attendants**
- Commonwealth at Vermont: 2 Traffic Control, 2 Crosswalk
- Lot H at Vermont: 2 Traffic Control/lane designator

**Egress: LAPD or PSTC**
- Hillhurst and Vermont (Reverse Lane Operation): 2 LAPD or PSTC
- Hillhurst at Los Feliz: 1 LAPD or PSTC
- Vermont at Los Feliz: 1 LAPD or PSTC
- Commonwealth at Los Feliz: 1 LAPD or PSTC

**Egress: Theatre Traffic Control Attendants**
- Lot A: 1 Exit Traffic Control
- Lot B: 2 Exit Traffic Control, 1 Crosswalk
- Commonwealth @ Vermont: 3 Crosswalk, 2 Traffic control
- Lot D: 1 Exit Traffic Control
- Lot F: 1 Exit traffic Control
- Lot G: 1 Exit Traffic Control
- Lot H: 3 Exit Traffic Control

**Egress Interior Lot Control:**
The Greek Theatre will retain positions within the parking lots to ensure the vehicles are exiting out of proper exits. The staff levels will be determined by the amount of vehicles parked within the lots. The maximum number of egress staff will be the Parking Lot Assistants in the Parking Operations.

**Neighborhood Protection**
In efforts to limit the amount of traffic and event guests within the neighborhood on the non-designated roadways, a neighborhood protection program will be continued. The protection will be easily identified for the neighborhood, and residents will be able to quickly communicate with venue staff when they require assistance. There will be a total of 12 protection personnel located along Vermont and Commonwealth to ensure order is kept. These positions will also be responsible for any litter left behind by the event along the Vermont median.

These positions will be employees of the Greek Theatre and will be an “observe and report” position. We will have two LAPD officers available via bicycle if assistance is required.
Traffic Control at the Mountain Winery

At one Spectra Managed Facility, The Mountain Winery, the winding mountain road leading to the venue creates special challenges with traffic control. Because our relationship with the communities where we work is so important to us, Spectra venue staff has initiated some creative programs to insure that traffic doesn’t back up and inconvenience our neighbors.

1. The venue sends out an email to ticket purchasers 72 hours before the event. Part of the purpose of this email is to inform customers of any existing traffic conditions that may cause a delay or change in route.
2. The venue partners with local Sheriffs to monitor the entrance to their driveway. The Sheriffs stay on-site for the duration of the show, and manage egress traffic flow as well.
3. During a busy show, the venue opens up a gated road adjacent to our driveway. Instead of allowing cars to back up on neighborhood roads, they proactively organize patrons to minimize inconvenience to the community. This road has a dual purpose as a staging area before venue gates open, and a relief area when traffic is heavy.
4. During sold-out shows, employees park at an off-site lot and shuttle to the venue. This minimizes traffic into and out of the venue. In addition, it generates more revenue for the venue by opening up additional parking spots to sell and generate revenue for the local church that provides the staff parking lot.

II.A.15. Shuttle Service

Spectra understands the Department’s emphasis on increasing shuttle ridership, as well as the importance of limiting traffic congestion in the Greek Theatre neighborhoods. To increase ridership, and ultimately decrease vehicle traffic on surrounding roadways, we will implement a well-coordinated first-class program. We recognize that, in order to effectively increase ridership, there are two main components that must be successfully achieved:

1. Shuttle Operations: Provide an easy-to-use, convenient, and reliable service
2. Shuttle Promotion: Effectively and creatively promote the shuttle program to incentivize ridership

As such, we are proposing the following plan to effectively manage and promote the Greek Theatre Shuttle program and educate attendees on the logistical and environmental benefits of utilizing it.

Shuttle Operations

For the Greek Theatre shuttle service to continue to grow, it must be a worthwhile alternative for guests. We only have one opportunity to make a first impression, so this service must be consistent and good, to ensure that it becomes the “go to” option for ticket purchasers at the Greek Theatre. During our staff’s on-site visit earlier this month, we evaluated the shuttle service into the below report. Similar to our processes with traffic and parking operations, we would develop an effective, mutually agreed upon plan for the Greek Theatre shuttle service. As this service continues to grow in popularity, we would subsequently grow the program as needed.

Spectra Venue Management’s Shuttle Service Evaluation

The off-site shuttle is located at The Pony Rides off Crystal Springs Drive. Because this is a public park the spaces cannot be reserved for the event only. Public parking will need to be allowed during the park hours. For guests that are riding the shuttle, they can either buy their shuttle permit in advance or purchase day of event on-site. This shuttle permit will allow for all riders in the vehicle to obtain a wristband that will identify them as an event shuttle rider.
**Shuttle Bus:** Due to limitations of the roadways around the theatre and driving through the neighborhoods, we highly suggest using 18-passenger buses. These vehicles will keep the noise level down when driving to and from the venue. They are also easier to navigate in tighter spaces so it reduces the risk of an accident with a vehicle parked on the side of the road.

The amount of shuttle buses will be determined by the pre-sell amounts plus a 10% estimated day of event parking requirement. There will be a minimum of six buses for every event where off-site parking is required.

**Shuttle Pick-Up Area:** The west side of Lot 2 on the street edge is an easy load area for guests. This location will be used for Lot 1 and Lot 2. If Lot 3 opens, the shuttle pick up location will move north of the entry point to that parking lot. There are three parking locations that have been identified to work for this program, outlined below and on the following pages.

**Off-Site Shuttle Lot 1 (Pre-sell Permits and General Public): Approximately 100 spaces**
This is the first lot that guests will encounter when entering the park via Crystal Springs Dr. This is a paved parking lot with non-stack parking. Additional spaces are created by parallel parking spaces along the curb. This lot will be parked once Lot 2 is full.
- **Lot Open:** After Lot 1 fills or when traffic demand requires
- **Staffing:**
  - No Additional Staff, Redeployment from Lot 1

**Off-Site Shuttle Lot 2 (Pre-Sell Permits and General Public): Approximately 95 spaces**
This is the second lot that guest will encounter when entering the park via Crystal Springs Dr. This is a paved parking lot with non-stacked parking. Additional spaces are created along the curb line but will be in accordance with city fire code.
- **Lot Open:** 1 ½ hours prior to event start time
- **Staffing:**
  - 1 Supervisor
  - 4 Cashier/Permit Attendants
  - 1 Shuttle Boarding Assistant (Passenger Clicker/Wristband Verification)
  - 3 Parking Lot Assistants (Boarding Assistants if required)

**Off-Site Shuttle Lot 3 (Pre-Sell Permits and General Public): Approximately 100 spaces (Possible additional parking other side of freeway entry 300 additional space)**
This is the third lot that guest will encounter when entering the park via Crystal Springs Dr. This is a dirt/gravel parking lot with non-stacked parking.
- **Lot Open:** When lots 1 and 2 are full
- **Staffing:**
  - No additional staff required
  - 3 Parking Lot Assistants park cars
  - 1 Cashier/Permit Attendant (Boarding Assistant if required)

**Shuttle Operation Drop-Off & Pick-Up Locations**
**Commonwealth Ave just North of the golf course maintenance yard**
The drop off location will be on Commonwealth Ave just outside of Lot D. This location is approximately 200 yards from the entry of the venue, which will allow for a quick and easy walk for those riding the shuttle.
- **Staffing:**
  - 1 Supervisor
  - 7 Unloading Assistants/Directional Aids
Commonwealth Ave just outside of Lot D
This is the same location that the for guests to be dropped off pre-event. Bike rack will be set up to ensure that guest can safely be lined up and board the bus.

- **Staffing:**
  - 1 Supervisor
  - 3 Boarding Assistants
  - 2 Line Management/Wristband Verification
  - 1 Bus Management
  - 1 Crosswalk Assistant

**Shuttle Routes:**

*Ingress:* Off-site Lot 2 on Crystal Springs Drive to Los Feliz to Commonwealth Ave. Turn around in golf course maintenance yard and reverse directions.

*Egress:* Commonwealth Ave to Los Feliz to Crystal Springs Drive to Off Site Lot 2. Turn around when available on Crystal Springs to Los Feliz to Vermont Ave.

Shuttle operation will run until all riders are accounted for or 1 1/2 hours after the event has concluded. Whichever is occurs first.

**Increasing Shuttle Service Ridership**

To increase shuttle service ridership at the Greek Theatre, we must ensure that guests are fully educated on the service, have ample opportunities to purchase access, and are excited and incentivized to ride.

**Shuttle Service Marketing Campaign**

In addition to developing a venue-specific overall marketing campaign, Spectra would create a dedicated and creative plan to market the Greek Theatre shuttle service. This campaign would be closely integrated into all other external communications to ticket purchasers to promote and educate them about the service at multiple touch points in the event research/ticket buying process. Key media platforms used to accomplish this will be the venue's website, social media pages, and email databases. In addition, we would work closely with all venue promoters and encourage them to assist us in promoting the benefits and convenience of the program across all of their appropriate media assets.

As part of the shuttle service marketing efforts we will also evaluate potential partnerships with local media outlets and social media platforms to determine if there are additional opportunities to market the shuttle. Tagging the shuttle during bartered radio advertising would be a great opportunity. We would also work to ensure that the program maintains consistently high ratings and positive customer reviews on review-based websites such as Yelp, Tripadvisor, and Google. These sites weigh heavily in consumer purchasing decisions these days and we must utilize this asset as a way to promote the program.

**Creative Incentive Concepts**

We have developed the following creative ideas to accomplish this enhanced promotion for the Greek Theatre shuttle service. As these are still conceptual, we would ultimately work closely with the Department for final approval on all promotions, and would incorporate final ideas into the previously mentioned detailed Greek Theatre Shuttle service marketing campaign.

Given our history of selling corporate partnerships on behalf of the Greek Theatre, we are confident that we would be able to effectively and quickly execute concepts that incorporate venue sponsors. This is a great way to enhance the campaign through added value opportunities.
- Work with a sponsor such as Coca-Cola to wrap the shuttle (similar concept to Coca-Cola’s “Happiness Truck” campaign). We would also look to incorporate an in-venue incentive with this promotion. For example all shuttle passengers would receive a concessions coupon for a complimentary Coca Cola product during the event.
- Work with a sponsor such as Heineken/MillerCoors to include consumer responsibility messaging on the shuttle. For example, Heineken has a fun campaign with “Hello My Name Is” nametags that say “Dances on Tables”; with a responsibility message underneath that says “Dance Hard – Drink Slow.” The shuttle is a great way to promote responsible alcohol consumption, discouraging drinking and driving.
- Have a promotion on the Greek Theatre website that shows a running tally of people who have signed up (paid) for the shuttle for each show. When the number reaches a certain threshold, all riders will receive an incentive such as a discount for a future ticket or an in-venue voucher for concessions.

II.A.16. Community Collaboration
Spectra recognizes that the Greek Theatre is in a unique location; set among single-family homes in a residential community. We are aware of the extent to which the venue directly impacts its residential neighbors and the broader community of Los Feliz, and that these individuals have historically been given a voice in how the venue operates. We look forward to continuing and enhancing this collaboration with the community, ensuring that our day-to-day operations at the Greek Theatre incorporate the practices necessary to meet the needs and expectations of our neighbors.

To best understand the relationship between the Greek Theatre and the community, as well to understand its operational impacts on the surrounding neighborhood, we spent time visiting with local leaders and stakeholder organizations, including representatives from the Los Feliz Neighborhood Council, the Los Feliz Improvement Association, the Los Feliz Towers Homeowners Association, the Franklin Hills Homeowners Association, the Greek Theatre Advisory Committee, the Hollywood Studio Neighborhood Council, the Hollywood Network Coalition, and the Hollywood Chamber of Commerce. We are impressed by the resounding enthusiasm that these groups have for their community, their support for the venue’s continued success, and appreciate their legitimate concerns with how its operations directly impact their neighborhood and broader community. In every conversation, we heard the community’s connection to the Greek Theatre and their pride in having this historic venue as part of Los Feliz.

We view these neighbors and community leaders as an asset, as their feedback and passion would help us to provide better management and operational oversight of the venue. It’s not often that a community is so invested in a venue, and we will utilize this strategic resource to entice world-class events and promoters, drive sponsorships, and promote box seating sales—ultimately resulting in more revenue to the City of Los Angeles.

Community engagement, as well as related concerns and issues are not new to Spectra. We work closely with local stakeholders at all of the venues we manage to ensure that we minimize any potential negative impacts they may have on their day-to-day lives. A prime example of this is demonstrated at the Mountain Winery in Saratoga, CA. Built on the prestigious grounds of the Paul Masson vineyard in the hills above San Jose, the Mountain Winery is a world-class outdoor concert venue offering a similar mix of shows and talent as the Greek Theatre. For nearly nine years, Spectra has managed this one-of-a-kind venue, while working closely with the community and other key stakeholders through effective communication practices including monthly Neighbor Meetings. The community relationships we cultivated at the Mountain Winery have contributed to the overall success of the venue under our guidance.
For the Greek Theatre, Spectra is committed to this best-in-class community engagement that we already successfully provide at the Mountain Winery and the other venues we manage.

Spectra’s Approach to Successful Community Collaboration at the Greek Theatre

Communication with the Local Community

Spectra will work diligently to ensure that the Greek Theatre is an approachable, community-driven venue. In our conversations with the neighborhoods surrounding the Greek Theatre, they were honest in their assessments about the challenges facing the operations of this venue within an active single-family neighborhood. We understand clearly their concerns about traffic, parking, noise abatement, and the need for on-going communications and direct access to the venue’s General Manager. We have closely considered and evaluated the information we gathered through our meetings and research, and have developed a number of programs and processes, not only to best address these concerns and maintain open, on-going communication with the community at large, but also to ensure that the Greek Theatre remains a best-in-class, iconic venue. A few of these plans include:

- **Continuing the monthly coffee hour with the General Manager.** It is critical that we continue to implement successful aspects of the venue’s current community collaboration efforts, and we look forward to hosting monthly “coffee hours” with the General Manager. We will carefully assess these meetings to identify any opportunities to make them even more effective.

- **Establishing a neighbor hotline to address immediate concerns during an event.** This dedicated line will not be promoted to the public and will only be shared with neighbors to ensure that all neighbor communications be answered promptly. In addition to checking voicemails regularly, this line should be monitored constantly during shows. If a neighbor has an issue during an event, they will be able to immediately reach the venue’s management team for acknowledgement and resolution.

- **Providing additional parking and transportation options for patrons.** Previously in this section, we have provided detailed information regarding our approach to parking, traffic, and the Greek Theatre Shuttle service. We will work closely with the community to finalize and implement all of our plans and ideas, ensuring that they take the best interests of all stakeholders into consideration.

- **Hiring a full-time dedicated Community Liaison.** In addition to our General Manager’s oversight and involvement, we will hire a full-time dedicated Community Liaison. This employee will continually strive to create desirable conditions for aspects of events that could potentially be a nuisance to local residents, including noise and traffic levels.

- **Host Monthly Meetings with the GTAC.** In addition to open communication with the neighborhood, Spectra will continue to host monthly meetings with the GTAC, to ensure that regular communication occurs with this important organization.

- **Host Regular Neighbor Meetings/Lunches.** When the venue is dealing with a substantial issue, the neighbors should be informed. For example, The Mountain Winery, located in California, is in the midst of a significant drought. In 2014, the venue partnered with Fire Safe Council of California to clear defensible space on the property. Before this occurred, the venue invited all neighbors to a meeting with Fire Safe Council to discuss the plan, and talk about how the community could be involved.

- **Create Exclusive Neighbor Benefits.** Living in close proximity to a venue can incur a certain degree of inconvenience. Because of this, Spectra Venue Management believes that the surrounding community should be provided with exclusive neighbor benefits whenever possible. At The Mountain Winery, this includes an Annual Neighbor Party, access to concert tickets before the general public and complimentary tickets to any show that the venue is papering.
Local Events
In addition to on-going communication to address the needs of the community, Spectra understands that the Greek Theatre is a treasured asset for local residents that should continue to serve the purpose of a neighborhood venue. In addition to high-profile concerts and entertainment, Spectra will work closely with the Department and local stakeholders to book community-driven, local events.

Some of these stakeholders that we are aware of and will immediately begin to develop relations with are outlined below.

- **John Marshall High School** – We will look to continue to host their graduation ceremony as well as additional student events such as “Bach, Rock and Shakespeare.”
- **Children’s Hospital of Los Angeles** – We will work with this hospital, as well as other similar entities, to determine ways to utilize the Greek Theatre for fundraising efforts; as we understand they are planning to host their upcoming “Dance Marathon” at the venue to raise money and awareness.
- **EEK! At the Greek** – Spectra will look to work with the Department to continue to host this and similar community-based events at the venue.

In addition to the above stakeholder events, Spectra recognizes that other community initiated events may be requested. We commit to specifically working with the Los Feliz and Hollywood communities, through the Neighborhood Council and the Los Feliz Improvement Association, to assist with community-initiated request and ideas for events at the Greek.

II.A.17. Box Office

Ticketing
Spectra Venue Management understands that one of the key ingredients necessary for ticket distribution is the ease with which guests can purchase their tickets. We pay close attention to hours of operation, telephone service in terms of knowledge and courtesy, accessibility of outlets, reliability of Internet purchases and several other factors that make it easy for customers to buy tickets with confidence.

Spectra Venue Management has an excellent working relationship with many ticketing organizations, and will cooperatively manage the Greek Theatre’s ticketing operation with any promoter or ticketing company selected for a given event. Of course, we tailor our service to fit the specific needs and goals of each client. Spectra Venue Management understands that one of the key ingredients necessary for the most effective ticketing is easy access for guests to purchase their tickets. Spectra’s Ticketing & Fan Engagement Division is able to provide us with valuable and extensive support in the area of box office and ticketing management. This support allows us to effectively manage all aspects of the Greek Theatre’s box office operations, no matter the promoter or ticketing company.
II.A.18. Fire and Police Department Services
Spectra will actively coordinate with Los Angeles Fire and Police Departments on all scheduled events regarding Fire, EMS and Security services necessary for public protection. As we have previously described in this Section, Spectra places the upmost importance on the safety and welfare of guests at all of our managed facilities, and will do the same at the Greek Theatre.

II.A.19. Fire/Life Testing
Spectra Venue Management will fully comply with the requirement to perform annual Fire/Life testing of the venue with a licensed contractor in conformance with LAFD Regulations 4.

II.A.20. Sound Level Requirements
Spectra Venue Management will fully comply with the requirement to enforce sound requirements.

In order to best accomplish this, we would look to have the concert sound board tie into a house control or house master volume switch that we can independently monitor and control if levels surpass the imposed limits.

Venues in which Spectra successfully works with sound level requirements include the Mountain Winery in Saratoga, CA and XFINITY Live! Philadelphia.

II.A.21. Sound and Lighting System
Spectra Venue Management will fully comply with the requirement to procure annual lease arrangements for the house sound and lighting systems.

We have existing relationships with a number of sound and light equipment suppliers that would be relevant for the Greek Theatre including Clair Bros. Audio Systems, Tait Towers, Upstaging, Bandit Lights, and VER Tour Sound, among others.

For the Greek Theatre, we would closely evaluate your needs and consider these and other experience suppliers to secure an annual lease arrangement for the venue’s house sound and lighting system.
II.A.22. Web-Site Management

Web-Site Management

Spectra Venue Management has worked with a variety of website vendors. Supplying and curating content for the web is consistently a top priority. The Greek Theatre’s website is clean, artistic and current. While Spectra has not had collaborated with 1stdesign.net, we look forward to the opportunity to. Spectra Venue Management will comply with the requirement to coordinate with the Department’s web-site vendor on all content, and to keep an up to date calendar and promotional information.

An example of Spectra successfully providing these services is at The Mountain Winery, where Spectra's marketing department works closely with their website vendor to produce a relevant and profitable source of information for customers. At this particular venue, Spectra staff is responsible for managing web content. While there are many entities involved, the website process flows flawlessly.

1. **Concert Promoter:** The Spectra venue staff works closely with their concert promoter all year, particular on the days of concert announcements and concert on-sales. They must ensure that website content is released at the same time, down to the minute, as the promoter’s announcements on social media and mass media.

2. **Website Vendor:** Spectra venue staff also coordinates with their web developer for education on how to best manage the site; managing content whenever possible, but also recognizing when the website vendor must produce new functionality in order to execute well.

3. **Spectra’s Corporate Marketing Support:** Spectra’s corporate marketing support provides education to the venue staff regarding Search Engine Optimization, Google Analytics and web best practices.

Previously in this Section under the heading “II.A.8. Financial Reports and Market Plans,” we have detailed the approach we would take to enhancing and utilizing the Greek Theatre’s website.

II.A.23. Venue Maintenance

Venue Maintenance and Operations

Spectra Venue Management takes pride in the immaculate physical condition all of our facilities are kept in throughout our management tenure. Often, guests comment that they can't believe a venue is a number of years old based on the condition of the facility. Our staff not only takes this as a compliment, but as a challenge to continue this level of care.

Spectra Venue Management recognizes the fact that building maintenance, which includes all building components, including but not limited to structural, mechanical and electrical for the venue will be provided by the Department unless Spectra Venue Management is specifically requested by the Department to perform a replacement or repair.

At the Greek Theatre, we will work closely with the Department to coordinate venue maintenance and operations. As mentioned in the RFP, if specifically requested by the Department, Spectra would be willing to perform necessary replacements and/or repairs. On the following pages, we have provided information on our detailed and methodical approach to venue operations.
Our Commitment
Spectra Venue Management believes that the immaculate physical condition of your venue is every bit as important as the level of customer service provided by the staff. Your venue's look and condition projects an image to attendees — and it can be a positive or negative one, depending on the staff's knowledge, dedication, and attention-to-detail when completing their day-to-day responsibilities.

We're committed to exceeding industry standards for custodial services. Although we customize our services for each specific venue, Spectra Venue Management provides the necessary policies and procedures in our operations manual for routine maintenance, preventative maintenance, cleaning, recycling, trash collection, room set-up, conversions, and related work needed to keep the venue in like-new condition.

Our ultimate goal is to have a client walk into the venue, regardless of how many years it has been in operation, and say that it looks just as good as the day it opened. Other companies may share this view — but few will commit the staff and resources to actually make it happen. We make it happen.

Preventive Maintenance
Spectra Venue Management understands that preventive maintenance (PM) is the key to avoiding equipment breakdowns, which can be costly and may interfere with the performance of an event. Our detailed PM plan — which is task- and frequency-based, and developed within a computerized maintenance management system — protects your venue, ensures smooth operations of events, minimizes costly emergency repairs, and helps protect the safety of attendees, show-related personnel, and staff.

Our PM program focuses on completing OEM-recommended tasks, such as lubricating moving parts, tightening loose parts, replacing parts, cleaning, and other similar activities at certain intervals of time. A PM program consists of the following:

- An inventory of all equipment to be maintained
- An inventory of spare parts (critical to operation)
- A list of all required and recommended maintenance tasks
- A schedule for routine maintenance and servicing
- A completed record of completion, repair and follow-up
- Follow-up supervision
- Necessary tests on Life Safety, fire pump, generator, back up power failure and sprinkler system

Non-Mechanical Equipment. Spectra Venue Management provides a maintenance program for all non-mechanical equipment. This includes inspecting and repairing all video, sound, lighting, and telecommunications systems. It also includes inspection, cleaning and repairs of all furniture, fixtures and equipment in inventory, including:

- Staging
- Seating and risers
- Cleaning equipment
- Lifting equipment
- Maintenance equipment

Predictive Maintenance
Predictive maintenance involves monitoring equipment to detect deterioration, thus possibly preventing a breakdown. Predictive maintenance methods we use include:

- Vibration monitoring
- Thermal imaging
- Lubricating oil analysis
- Insulation resistance monitoring
- Ultrasonic leak detection
**Employee Safety**

As part of our commitment to providing a safe, secure environment for employees and attendees, Spectra Venue Management has developed a safety plan, which is incorporated into our operations manual for each venue we manage.

This safety plan details the procedures and training requirements to be used in handling such issues as blood-borne pathogens, confined spaces and equipment operation. It also trains staff on handling accidents and accident investigation, electrical safety and more.

**Capital Improvements**

Spectra Venue Management will develop and provide to the client an annual capital replacement plan as part of the budget process. Generally, any items below $5,000 are part of Spectra Venue Management’s operating budget, while items over $5,000 are part of our normal reports, which segment capital improvement projects into three classes:

1. Health- and safety-related
2. Cosmetic and replacement-related
3. Revenue-generating and expense-reducing

## II.A.24. Union Relationships

**Union Relationships**

Spectra Venue Management will comply with the requirement, through using existing contracts, to develop and hold an agreement with the International Alliance of Theatrical Stage Employees (IATSE) Local 33 (Stage Technicians Union) and 857 (Treasurers and Ticket Sellers Union) and develop and hold contracts with IATSE Local 706 (Make-up Artists and Hair Stylists Guild) and Local 768 (Theatrical Wardrobe Union).

**Background and Experience with Union Contract Negotiations**

Spectra Venue Management maintains active and on-going relations with several labor unions with whom we negotiate on a regular basis. For example:

- The majority of venues managed by Spectra Venue Management in the United States have Labor Union Agreements where we have negotiated collective bargaining agreements.
- Spectra Venue Management manages the Wells Fargo Center in Philadelphia, which is owned by our parent company, Comcast Spectacor. This venue has Labor Agreements with the following unions:
  - Electricians – IBEW Local 98
  - Carpenters – Local 8
  - Steamfitters – Local 420
  - Teamsters – Local 500
  - Stagehands – IATSE Local 8
  - Plumbers – Local 690
  - Painters – District Council 21
  - Laborers – Local 57
  - Cleaners – UFCW Local 1776

- Spectra Venue Management has an international agreement with IATSE, unanimously endorsed by IATSE’s General Executive Board in 2004. This agreement has worked to the advantage of many of our venues in making them more competitive in securing entertainment events.
- Spectra Venue Management’s philosophy toward union labor:
  - Provide fair wages, reasonable work rules, and good working conditions
  - Treat union officials as part of our management team
  - Work cooperatively and flexibly to create more event activity
  - Include union members in our company-wide customer service program

Spectra Venue Management is not committed to any one way of doing business with respect to dealing with organized labor. We handle each situation in a manner that best represents the interests of our individual clients. Our bottom line in each case is to assemble a competitive labor force that allows us to maximize event bookings and financial performances.

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**Computerized Maintenance Management System**

Spectra Venue Management uses a computerized maintenance management system in a wide variety of areas, including:

- Identifying and tracking any asset requiring maintenance
- Generating work orders automatically, according to the manufacturer’s recommendation or manually from service requests
- Keeping and maintaining detailed records on all equipment and work procedures
- Supporting bar code and data input
- Tracking multiple warranty records and other service contracts
II.A.25. IATSE Venue Use

IATSE Venue Use

Spectra Venue Management agrees to operate and coordinate the venue during non-concert season for IATSE job training opportunities. We provide these types of opportunities at a number of venues we manage. For example, we provide rigging training opportunities at the Wells Fargo Center in Philadelphia.

II.A.26. Transition

Spectra Venue Management has extensive experience in transitioning employees such as those currently working at the venue. Accounts where we have transitioned existing workers to Spectra Venue Management employment include, but are not limited to:

- Gila River Arena, Glendale, AZ
- Cross Insurance Arena, Portland, ME
- Independence Events Center, Independence, MO
- Crown Complex, Fayetteville, NC
- Atlantic City Convention Center and Boardwalk Hall, Atlantic City, NJ
- Donald L. Tucker Civic Center, Florida State University, Tallahassee, FL
- XL Center and the Stadium at Rentschler Field, Hartford, CT

Working with Season Ticket Subscribers

Spectra understand the importance of season ticket opportunities at the venue as well as the Greek Theatre P.A.S.S. (Premier Access Season Subscription) program. We recognize that these programs are a valuable asset to local residents and businesses, and we will strive to continue to offer programs that are, at a minimum, as good as those currently offered by the venue, looking to effectively enhance offerings whenever possible.

Communication in this area is key, as we understand that those who have been part of season ticket programs at the venue in the past are invested in the Greek Theatre, and will initially have concerns about working with a new management company. We will provide on-going communication with these stakeholders to discuss these concerns, providing answers while incorporating feedback gained into our overall implementation plan.

While we will develop and implement a detailed plan, major aspects will include:

- Contact members and season ticket holders to introduce our company and to gain feedback on the program
- Carefully consider feedback and evaluate the program, identifying its strengths as well as areas of potential improvement
- Develop and provide detailed information on the program and communicate directly to previous members as well as on the venue’s website and social media pages
- Continue on-going communication prior to and throughout the season, making adjustments to these programs on an as-needed basis

Ultimately, Spectra will implement first-class season ticket subscription opportunities, striving for client and customer satisfaction in all areas.

Contacting Current Sponsors

As we have previously mentioned, through our corporate partnership sales services (formerly known as Front Row Marketing Services), Spectra has been selling sponsorships at the Greek Theatre since 2010. While Spectra will notify sponsors of a change in management, there would be no major transition or disruption in relationships and communications with Sponsors.
Transition of Employees

When Spectra Venue Management assumes management responsibilities for you, we’re not just working with a new venue; we’re working with new people — your people. We understand that the transition phase can be an unsettling time for current employees. Spectra Venue Management has extensive experience in transitioning employees from the public sector and other private management firms. In every transition, our first priority is simple: putting current employees at ease.

We treat all current employees with fairness, honesty, and empathy, easing them through the transition process by providing thorough explanations and complete transparency each step of the way. We also ensure that a Spectra human resources representative is on-site throughout the entire transition, further helping create a smooth process for everyone involved.

While each new account is unique, Spectra Venue Management has historically retained an average of 85% of current staff — and we’ve maintained their prevailing terms of employment.

The Transition Process

Spectra Venue Management’s goal is always to retain the vast majority of current employees. With that objective in mind, our human resources team will meet with each current employee at your venue to review benefit plans, policies, and procedures. Our team also will conduct group meetings with full-time employees to explain our benefits program and provide general information about our company, our culture and operating philosophy.

Next, our team will conduct on-site one-on-one meetings with current employees. Those interested in and able to join Spectra Venue Management will be asked to complete an employment application and submit a current job description. Our management staff for each respective function will conduct interviews with every applicant for every position, from operations and maintenance to management.

Management staff members who join Spectra Venue Management may hire and/or retain full-time employees of their respective departments. Part-time staff may be hired without an interview, subject to a three-month review. They will be required to complete an employment application. When job offers are extended, employees will be subject to pre-employment background checks and drug testing. Part-time staff, which complete an application and background check, may be hired without an interview, subject to a three-month review.

Finally, our human resources team will meet with hired full-time employees in a group setting for benefits enrollment, completion of new-hire paperwork and orientation. Our team also will:

- Implement a transition status report
- Finalize the management organization chart/staffing plan
- Revise job descriptions, as needed
- Assist Spectra Venue Management managers in filling appropriate job vacancies
- Develop effective labor relations with existing bargaining units as appropriate

A sample transition timeline is provided on the following pages.
"Sample" Transition Plan
at select Town Center businesses; advanced notice for all upcoming shows and special programming; invitations to attend student matinees and membership receptions; access to meet and greets when applicable, and much more.

The Giving Tree Campaign
In 2011, the Sandler Center for the Performing Arts Foundation started a Giving Tree program during the holiday season. The idea was to educate more patrons about the ACCESS the ARTS program and encourage them to give back. As a result of the donors’ generosity, raised $1,800 for ACCESS the ARTS, which allowed the Sandler Center to send an additional 180 students in Title 1 schools throughout Hampton Roads to a matinee show.
Operations and Management Staffing Plan

Below, we have provided our sample operations and management staffing plan, including our proposed Base Management Fee.

For these positions, Spectra will work to ensure that our staff meets the Department's requirements as set forth in the RFP. Also, as previously mentioned in this Response, we are pleased to present our General Manager candidate, Tina Suca, for your approval. Tina's resume can be found earlier in this Section under the heading “II.A. Operational Oversight and Management Plan.”

<table>
<thead>
<tr>
<th>SPECTRA VENUE MANAGEMENT</th>
<th>GREEK THEATRE</th>
<th>SAMPLE OPERATIONS &amp; MANAGEMENT STAFF</th>
</tr>
</thead>
</table>

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<thead>
<tr>
<th>Position</th>
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<th>Year 2 Total $</th>
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Notes:

(1) Operational expense includes but is not limited to payroll taxes, insurance, employee benefits, bonds and any other employee related expenses.

(2) Includes all administrative and operation expense items such as office supplies, cell phones, copy machine rentals, postage, freight, furniture, computer, travel. Per the RFP, this does not include the cost of office space or utilities (except phone and internet). In addition, this does not include any operations, repairs, maintenance expenses, as those will be the responsibility of the City. In addition, this does not include the costs related to the Standard Parking Agreement. Furthermore, per Q&A No. 3, the Oversight Agreement will not include Occupancy Tax or Possessory interest Tax.

(3) Based upon the RFP and subsequent Q&A released by the City, it is our understanding that payments made to Spectra by the City will be reconciled and any shortfalls will be reimbursed to Spectra by the City. In addition, if revenues collected exceed expenses, the reconciliation would result in excess revenues being returned to the City. Spectra will not be required to assume any risk and would retain the Base Management Fee as proposed in item A above.
### Sample Event Services Staffing Plan

Spectra looks forward to the opportunity to provide customer-oriented Event Services staffing on an as-needed basis for the Greek Theatre. Spectra strives to provide the best possible services for patrons, promoters, performers, and community residents at all of the venues we manage, and will focus on prioritizing these efforts at the Greek Theatre. We have demonstrated our approach to these critical areas throughout this Response.

Below, we have provided a Sample Event Services Staffing Plan for a typical sold-out concert. The following page includes a map of the venue and surrounding neighborhood, which shows the stationed locations of the staff listed below. Our team would work closely with the Department to receive approval on staffing levels at least seven (7) calendar days prior to each event.

---

**SPECTRA VENUE MANAGEMENT**  
**GREEK THEATRE**  
**SAMPLE EVENT SERVICES STAFFING PLAN**

<table>
<thead>
<tr>
<th>Position</th>
<th>Hourly Rate</th>
<th>Hours Worked</th>
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II.C. Sponsorship and Box Seating Sales Plan

**Sponsorship Sales**

**Spectra and the Greek Theatre**

As we have demonstrated throughout our Response, Spectra has been engaged with the Greek Theatre since 2010, developing and implementing a first-class corporate partnership program. Our strategic, driven sales approach has proven to be a successful one, with close to One Million Dollars in cash and trade secured for the venue for 2015.

Our competition cannot duplicate the corporate support that Spectra will provide to our on-site team at the Greek Theatre. No other private facility management company provides a dedicated infrastructure such as ours specializing in the success of driving sponsorship and premium seating revenue for our clients. Our corporate partnership services team provides access to new inventory ideas, industry trends, problem solving, corporate brand relationships, and guidance from executives who have spent their entire careers in sports and entertainment sponsorship marketing, resulting in a tireless pursuit of maximizing your revenue potential.

**Continuity in Sponsorship Sales**

Developing and implementing a successful sponsorship program is a time consuming process that must be customized for each venue. Inventory evaluations must occur, research must be done, and relationships must be formed. Spectra has five years of experience in this area at the Greek Theatre, and, if hired to manage the venue, would be able to continue these efforts without missing a step. There would be no “discovery” phase, and our staff would be able to immediately begin to renew 2015 corporate partners under new agreements with the Department.

In a time of inevitable change for the Greek Theatre, Spectra offers continuity in this critical area. This importance of this for the venue’s revenue generating potential cannot be understated.

**Sales Approach at the Greek Theatre**

Spectra’s approach to corporate partnership sales at the Greek Theatre has been one that focuses on the unique attributes of this iconic venue. We understand and appreciate the inherent, intangible value associated with the Greek Theatre brand, and we factor that into the packages we develop and the partners we work with.

**Sales Philosophy**

Our sales philosophy at the Greek Theatre focuses on fewer partners, higher impact programs, and customized activations to meet partners’ goals.

**Fewer Partners.** While securing fewer partners may initially seem counterintuitive, this philosophy generates a higher demand for partnerships, resulting in more revenue. Our sales team has focused on developing strong partnerships that are industry-specific. By providing partners with advertising exclusivity in their respective industry categories, more revenue can be generated through larger partnerships.

**Higher Impact Programs.** The days of in-venue signage satisfying the needs of corporate partners are over. Marketers are savvy, and they are equipped with the resources needed to develop and monitor highly effective partnerships. We facilitate these partnerships at the Greek Theatre through incorporating social media, digital, television, print, radio, and database assets into our partnerships—providing marketers with the tools they look for to creatively reach their target markets.
Customized Activations to Meet Partners’ Goals. Spectra does not develop one-size-fits-all partnerships and force them upon potential partners. Instead, we meet with companies to understand their goals and qualify their needs. From there, we present customized, thoughtful, and creative solutions that utilize the Greek Theatre's partnership assets. We remain flexible and open to creative sponsorship ideas, ultimately developing one-of-a-kind partnerships for each brand we work with.

Maintaining Pristine Seating Area
We also understand that a venue with this level of prestige and historical relevance should not be polluted with signage. We have emphatically protected this aspect of the Greek Theatre, having reached our impressive sales levels without placing any signage in the seating bowl, preserving the pristine surroundings that have helped this venue to achieve its world-class status.

In-Venue Partnerships
Our team places an emphasis on partnerships that are associated with in-venue products and services. The Greek Theatre can work with these entities to collaboratively increase sales and elevate the profile of all parties involved. Some examples of these partnerships that we have secured at the Greek Theatre include:

- MillerCoors
- Heineken
- Constellation Brands (Mondavi wine)
- Pernod Ricard (Absolut Vodka and Malibu Rum)
- Firestone Walker Brewery
- Coca-Cola (soda/water/energy drink)
- Coffee Bean & Tea Leaf
- Kettle Tyme Popcorn
- Imagine Chocolate

Corporate Support
As mentioned previously, Spectra Venue Management’s Corporate Partnerships team is made up of some of the industry’s foremost experts. These corporate sales professionals provide support to our Greek Theatre sales team on a variety of levels, including:

- National advertising relationships
- Proven industry experience
- Best practices examples
- Monthly national sales team calls to share ideas/provide support
- Knowledge and market experience to provide direct sales support
- Inventory creation and valuation
- Sales collateral production

Box Seating Sales

Premium Seating Experience
Spectra Venue Management has formed innovate sales strategies and implementation plans and designs for premium seating programs in a number of venues. Using creative approaches to the sales process, our sales teams are able to exceed premium seating goals and achieve a high level of success for our clients.

At the Greek Theatre, we look forward to developing strategic plans to sell box seating. As we previously mentioned in this section and throughout our Response, Spectra has been selling corporate partnerships for the Greek Theatre since 2010. In the entertainment industry, there is often a high level of crossover between premium seating and sponsorship sales efforts. Our experience will allow our sales staff to quickly begin to renew existing premium seating clients while also working to secure new ones.
We have reviewed the amenities provided as part of box seating sales at the Greek Theatre and will look to develop packages that provide, at a minimum, the same level of VIP access and treatment, including parking. We will communicate closely with corporations and individuals who currently utilize premium seating at the Greek Theatre to identify any areas of concern or need, and will look to enhance these programs based on their feedback.

Sales Approach
Once premium seating packages have been finalized, our staff will immediately begin to discuss renewals with previous clients, as well as reach out to new potential clients. Immediate premium seating sales targets will consist of:

- Current premium seat clients
- Previous years’ premium seat purchasers who have not renewed
- Current sponsors who are not premium seat holders
- Businesses who are utilizing premium seating at other Los Angeles area sport and entertainment venues
- Businesses with a Los Angeles presence who are likely to utilize premium seating/currently do so in other markets

Spectra's existing resources at the Greek Theatre, combined with our nationwide network of premium seating sales professionals positions us to more readily provide the level of dedicated, experienced, and professional box seating sales that the Department requires.

Premium Seating Success at the Mountain Winery
Spectra Venue Management believes that Season ticket holders should enjoy great seat locations and a long list of high-end amenities. Live entertainment is a fantastic opportunity for suite holders and season ticket holders to entertain business clients, enjoy with family and friends or treat themselves to a truly premium experience. At The Mountain Winery (a Spectra-managed facility), VIP Club Seats and Suites are sold on a season ticket basis and packaged with access to VIP Clubs and other exciting benefits.

There are a number of similarities between the Mountain Winery and the Greek Theatre, and we would utilize practices from our successful premium seating program at this venue to help facilitate success at the Greek Theatre.

Premium Seating at The Mountain Winery
Exclusive Mountain Winery amenities for VIP Season Seating include:

- The best location for all shows
- Club access
- Fixed pricing
- NO service charges
- VIP parking included
- Viewing deck, bars and restrooms
- Receptions and entrances

The Mountain Winery has two private clubs, which have proved to be a huge attraction for potential premium members. Below is a synopsis of the offerings in their VIP areas. Cost of food, beverage and labor have been carefully monitored over the years, ensuring profitability of VIP areas while providing a unique and exclusive guest experience.

Club Masson
Named for The Mountain Winery’s legendary founder, Paul Masson, this club creates the ultimate concert experience. This club offers impressive amenities; complete with private restrooms, indoor and outdoor seating, private bar, and a complimentary hors d’oeuvre and dessert buffet. Access to this club is very limited. Only the highest level of season ticket and suites are admitted into this club. There is limited availability for
the second tier of season ticket holder to purchase admittance to this club for the season.

**The Redwood Deck Club**
Overlooking the concert bowl and adjacent to The Plaza, The Redwood Deck Club boasts an incredible location for entertainment. Guests of the club enjoy a private outdoor lounge, a private bar, and complimentary gourmet cheese and cracker selections. Admittance to this club is limited to the third tier of season ticket holders (Vista) and the second tier of season ticket holders who did not opt in to the Club Masson upgrade option. The below photo was taken from the vantage point of the Redwood Deck Club.

![Redwood Deck Club](image)

**Suites**
In addition to box seats, all four of The Mountain Winery's suites also feature a small lounge area, equipped for food and beverage service. Three bottles of wine are provided for guests at each concert (included in the season suite price). Their Executive Chef designs a custom menu for suite orders each season, which are ordered in the days preceding the event. Additional wine, beer, and non-alcoholic beverages can also be selected at this time. Prior coordination makes for a flawless and extraordinary experience for suite holders. The 2015 Suite Menu is included on the following page.
Sales Success at the Mountain Winery

The Mountain Winery Suite and Season Ticket financial information is provided below:

- **Suites** – 4 ($130k - $180k sold annually)
- **Season Tickets** – 233 (Average ticket $8.5K)
  - Capacity 2,400
  - 75 Summer Concerts (May – Oct)

Revenue Growth

Since 2008, Spectra’s effective and creative sales for premium seating at The Mountain Winery have produced the following results:

- **Revenue Growth from 2008 – 2014**
  - Seats $400K in 2008 to $1.5M in 2014
  - Suites $225K in 2008 to $554K in 2014
  - Season Tickets are continuously sold out; 75% Corporate / 25% Personal

To the right, we have included a piece of collateral (printed as a double sided card) that The Mountain Winery uses to promote VIP Club Seats & Suites.
Revenue Sharing

Spectra will pay Eighty Percent (80%) of all monies received through the sale of sponsorships and box seating to the Department.

Spectra will employ the person responsible for selling the sponsorships and box seats. All costs for this position will be paid for from the percentage of sales retained (or received) by Spectra.
What makes a great leader?

A leader is someone with the vision to turn a company's values from words into action. Someone who can listen critically and respond quickly to the varied, ever-changing needs of clients and employees. Someone with the nimble imagination and extensive experience it takes to develop and implement innovative ideas. A leader is someone like Comcast Spectacor Chairman Ed Snider, an iconic entrepreneur and visionary in the sports and entertainment industry. Like Spectra President John Page, who has landed some of the industry's most coveted events for our venues, including the Republican National Convention and the World Cup of Hockey. Like Spectra Senior Vice President Frank E. Russo Jr., who helms our business development and client relations team. And like Spectra Vice President of Operations Michael Ahearn, a 20-plus-year industry veteran who oversees venue consulting.

Our senior leadership team includes many of the industry's most recognized and respected names. They're innovative thinkers from all aspects of venue management and operations. They're knowledgeable veterans with a proven record of successfully integrating management, marketing, operations, and event bookings under a single private-management agreement. And they all share the same goal: to provide the hands-on corporate support it takes to make your venue successful.

**John Page**

**Title:** President  
**Responsible for:** All Vice Presidents and Regional Directors; provides support to strengthen bookings, increase synergistic opportunities at Spectra venues, and address all venue operational issues. Also responsible for the oversight of Flyers Skate Zones, which are four community ice rinks in the Philadelphia area.

**Career History:**

- Chief Operating Officer, Spectra  
- Senior Vice President/General Manager, Wells Fargo Center, Philadelphia, PA  
- Senior Vice President, Event Production, Wells Fargo Center, Philadelphia, PA  
- Event Manager, Wells Fargo Center, Philadelphia, PA  
- Event Coordinator, Los Angeles Coliseum, Los Angeles, CA  
- Education: B.S., Public Administration, University of Southern California, Los Angeles, CA; M.S., University of Southern California, Los Angeles, CA  
- Industry Experience: More than 25 years

**Todd M. Glickman**

**Title:** Senior Vice President of Business Development and Client Relations  
**Responsible for:** Developing new business and on-going relationships for Spectra with premier venues in North America.

**Career History:**

- Vice President of Group Sales, Comcast Spectacor, Philadelphia, PA  
- Director of Event Services, Comcast Spectacor, Philadelphia, PA  
- Assistant Group Sales Manager, Comcast Spectacor, Philadelphia, PA  
- Marketing and Sales Manager, Comcast Spectacor, Philadelphia, PA  
- Education: B.A., Marketing & Communications, College of Saint Rose, Albany, NY  
- Industry Experience: More than 25 years
Frank E. Russo, Jr.
Title: Senior Vice President of Business Development and Client Relations
Responsible for: Developing new management contracts for arenas, convention and exposition centers, fairgrounds, stadiums, and other public assembly venues; also responsible for on-going client relations and business retention.
Career History:
- V.P., Sales & Client Services and Vice President International Operations, Ogden Entertainment
- Executive Director, Jacob Javits Convention Center, NY
- Executive Director, Target Center, Minneapolis, MN
- President, Monitor Productions - an event promotion company that produced concerts, sporting events, corporately sponsored events, and trade shows
- Executive Director, Hartford Civic and Convention Center, CT
- President of the Greater Hartford Convention and Visitors Bureau
- Member of Greater Hartford Convention and Visitors Bureau Executive Committee
- Current Chair of IAVM Venue eBooks Task Force
- Assistant to the City Manager, Hartford, CT
- Past Chairman, IAVM Body of Knowledge Task Force
- Past Chairman, IAVM Board of Education
- Member of IAVM Venue Research Institute
- Recipient of the IAVM's prestigious Joseph J. Anzivino Distinguished Allied Member Award
- Past Chair of IAVM Foundation
- Past Chair of IAVM School for Public Assembly Venue Management
- Adjunct Professor, Department of Sports Studies, University of Massachusetts
- Education: B.A., St. Michael's College, VT; M.S., Public Administration, University of Connecticut
- Industry Experience: More than 30 years

Hank Abate
Title: Senior Vice President, Arenas and Stadiums
Responsible for: Oversight and support of all Spectra-managed arenas and stadiums. Leveraging industry relationships to the maximum advantage of Spectra-managed facilities. Also responsible for operational oversight, staff training, and coordination of event bookings consistent with the goals and objectives of each client. Regional vice presidents report directly to Hank.
Career History:
- Senior Vice President of Arenas and Stadiums, SMG, Conshohocken, PA
- Regional Vice President, SMG, Conshohocken, PA
- General Manager, Mellon Arena (now Consol Energy Center), Pittsburgh, PA
- General Manager University of Connecticut Gampel Pavilion managed by Centre Management
- Washington, DC
- Assistant Executive Director, Providence Civic Center (now Dunkin Donuts Center), Providence, RI
- Box Office Manager/Event Coordinator, New Haven Coliseum, New Haven CT
- Member, IAVM
- Industry Experience: More than 30 years

Peter Zingoni
Title: Director, Business Development and Client Relations
Responsible for: Developing new business and on-going relationships for Spectra with premier venues in North America.
Career History:
- Event Manager, Wells Fargo Center, Philadelphia, PA
- Vice President, Jacobs Realty Group, Wayne, PA
- Executive Board Member, Professional Hockey Players Association (PHPA)
- Education: B.S., Business Management, Providence College, Providence, RI
- Industry Experience: More than 5 years
Brock Jones
Title: Vice President, Bookings
Responsible for: Works closely with Spectra President John Page and regional vice presidents to bring a variety of performers to Spectra-managed venues. Also assists Spectra Ticketing & Fan Engagement and their clients in seeking booking opportunities.

Career History:
- Vice President of Booking, Bridgestone Arena, Nashville, TN
- Director of Events, Department of Cultural Facilities, Arts and Entertainment, Norfolk, VA
- Director, Colonial Theater for the Performing Arts, Idaho Falls, ID
- Owner, Cutthroat Productions, Independent Promoter, Western United States, Salt Lake City, UT
- Director, ASISU Presents, Idaho State University, Pocatello, ID
- Member, International Association of Venue Managers (IAVM)
- Member, Country Music Association
- Member, International Entertainment Buyers Association
- Member, Nashville Music Council
- Member, Advisory Board for the Nashville Chapter of Musician’s on Call
- Member, Board of Directors, T.J. Martell Foundation
- Member, Alumni of Leadership Music
- Education: B.A., Idaho State University; attended Law School at the University of the Pacific
- Industry Experience: More than 23 years

Robert Schwartz
Title: Vice President, Marketing
Responsible for: All advertising placement, as well as promotions, marketing, publicity, and group sales for Comcast Spectacor and Spectra.

Career History:
- Vice President of Marketing, Wells Fargo Center, Philadelphia, PA
- Marketing Director, London Arena, United Kingdom
- Marketing Director, Los Angeles Coliseum and Sports Arena, Los Angeles, CA
- Marketing Director, Richmond Coliseum, Richmond, VA
- Education: B.A., Sports Management, University of Massachusetts Amherst, Amherst, MA
- Industry Experience: More than 24 years

Ike Richman
Title: Vice President, Public Relations
Responsible for: All Public Relations for Spectra and Comcast Spectacor.

Career History:
- Handled Public Relations for World Cup of Hockey, Stanley Cup Finals, NBA All-Star weekend, NBA Finals, NCAA Regionals and Championships, US Figure Skating Championships, and the Republican National Convention
- Worked in the opening of 14 venues
- Handled seven ribbon cuttings
- Producer and Engineer, WIP SportsRadio, Philadelphia, PA
- B.A., Communications, University of Maryland, College Park, MD
- Industry Experience: More than 23 years

Bryan Furey
Title: Senior Vice President Corporate Partnerships
Responsible for: Spectra’s corporate partnership’s (formerly Front Row Marketing Services) day-to-day operations, business development strategy and execution, regional executives, and team of more than 50 sponsorship sales professionals. Bryan is a terrific leader with the knowledge and ability to identify the right situation for a potential sponsor and can over deliver.

Career History:
- Head of Exelon Invitational Hosted by Jim Furyk
- Regional Vice President, Spectra
- Director of Corporate Partnerships, Spectra
- Senior Project Manager, Spectra
- IMG Corporate Partnership Executive
- Education: Franklin and Marshall College
- Industry Experience: Over 20 years
Michael Ahearn
Title: Vice President of Operations
Responsible for: Oversight of the Wells Fargo Center Operations Department; responsible for venue repairs and maintenance, cleaning, event operations, telecommunications, and capital improvement projects; supervision of Facility Operations Departments at Spectra-managed venues; oversight of Spectra’s Facility Consulting Division, which offers stand-alone venue planning, operations, and procurement services.

Career History:
- Director of Event Operations, Wells Fargo Center, Philadelphia, PA
- Sports Complex Director, (Alltel Stadium, Veterans Memorial Coliseum, and Wolfson Baseball Park), Jacksonville, FL
- Event Manager, Jacksonville Sport & Entertainment Complex (Sports Complex, Prime Osborn Convention Center, & Performing Arts Center), Jacksonville, FL
- Event Manager, Sheffield Arena, Sheffield, England
- Ticket Manager, Philadelphia Spectrum, Philadelphia, PA
- Education: B.S., Widener University, Chester, PA
- Industry Experience: More than 23 years

Dan Rubino
Title: Director of Projects
Responsible for: Venue support including FF&E purchasing, operation standardization, and new construction consulting for Spectra.

Career History:
- Director of Operations, BI-LO Center, Greenville, SC
- Director of Operations, Arena at Harbor Yard, Bridgeport, CT
- Director of Facility Development, Centerplate
- Member IAVM
- Author – “Sports and Entertainment Arena Design, from an Operator’s Perspective”
- Author – “Handbook of Alternative Materials in Residential Construction”
- Member of Construction Specification Institute (CSI)
- Education: A.S., Hartford State Technical College; Certificate, Porter and Chester Institute, Stratford, CT
- Industry Experience: More than 20 years

Kenneth Wajda, CPA
Title: Vice President, Finance
Responsible for: Oversight of all financial aspects of Spectra and its affiliated companies as well as management and consulting operations at Spectra venues.

Career History:
- Director of Taxation, Comcast Spectacor, Philadelphia, PA
- Senior Staff, Klatzkin and Company, LLP, Hamilton, NJ
- Member of the American Institute of Certified Public Accountants
- Member of the New Jersey Society of Certified Public Accountants
- Member of the International Association of Venue Managers
- Education: B.S., Accounting, The College of New Jersey, Ewing, NJ
- Industry Experience: More than 12 years

David Leibowitz
Title: Director, Financial Analysis and Planning

Career History:
- Executive Director, Financial Analysis and Planning, SMG
- Director, Finance – Healthcare industry: Significant experience in financial turnarounds, mergers & acquisitions, benchmarking, contract negotiations, and new business development
- Education: B.B.A., George Washington University, Washington, DC
- Industry Experience: 15 years
Lewis Bostic
Title: Vice President, Risk Management
Responsible for: Risk Management functions for Comcast Spectacor and Spectra, including insuring special events.
Career History:
- Vice President of Risk Management, SMG
- Developed insurance programs for the sports and entertainment industry
- Education: Graduate and undergraduate degrees in related fields of study
- Industry Experience: More than 25 years in the risk management field

Brian Rothenberg
Title: Vice President and Senior Deputy General Counsel, Comcast Spectacor
Responsible for: Providing legal support and oversight for Comcast Spectacor and its affiliated entities, including Spectra Food Services & Hospitality and Ticketing & Fan Engagement.
Career History:
- Associate at Stradley, Ronon, Stevens & Young, LLP, a full service law firm based in Philadelphia
- Education: B.S., Rutgers College, Rutgers University, New Brunswick, NJ; J.D., Emory University School of Law, Atlanta, GA
- Industry Experience: More than 12 years

Michael Hasson
Title: Vice President, Security and Services
Responsible for: Physical and event security at the Wells Fargo Complex, along with parking operations (18,000 car capacity) in the immediate area; reviews security, life safety, and parking at all Spectra-managed venues.
Career History:
- Retired Member of the Philadelphia Police Department
- Facilitator/Instructor – IAVM Academy For Venue Safety and Security (AVSS)
- Education: B.A., LaSalle University, Philadelphia, PA
- Industry Experience: More than 17 years

Alice Fei
Title: Vice President, Human Resources, Comcast Spectacor
Responsible for: All areas of Human Resources and Payroll including talent acquisition, employee engagement, learning and development, compensation, compliance, and employee communications for Spectra and Comcast Spectacor.
Career History:
- Executive Director of Human Resources, Technology and Product, Comcast Cable, Philadelphia, PA
- Senior Director of Human Resources, Comcast Cable, Philadelphia, PA
- Human Resources Business partner for over 1,500 Finance and Administration and Human Resources professionals, Comcast Cable, Philadelphia, PA
- Senior Manager, Human Resources, Comcast Cable, Philadelphia, PA
- Graduate of Comcast University’s Foundations of Leadership
- Graduate of NAMIC’s Leadership Development Program
- Director of Human Resources, Select Portfolio Servicing, Salt Lake City, UT
- Education: Bachelors of Interdisciplinary Studies in Leadership, Villanova University
- Industry Experience: More than 19 years
**Peter C. Sullivan**  
**Title:** Regional Vice President and General Manager, University of Phoenix Stadium, Glendale, AZ  
**Responsible For:** Sullivan is responsible for overseeing the day-to-day management of the multi-purpose venue on behalf of the Arizona Sports and Tourism Authority (owner). His management duties include event booking, marketing, strategic planning, and event coordination.  
**Career History:**  
- General Manager of the Kellogg Arena  
- General Manager of the Philadelphia Convention Center Complex  
- General Manager of the Stadui Delle Alpi  
- General Manager of Three Rivers Stadium  
- General Manager of the Jacksonville Sports, Entertainment and Convention Facilities  
- President/CEO of Lansing Entertainment and Public Facilities Authority  
- Member of the SMA and the IAVM  
**Education:** Sullivan received a B.S. Degree in Economics from Washington and Jefferson College. He received a M.S. Degree in Sports Management from the University of Massachusetts, Amherst.  
**Industry Experience:** Over 30 years  

**Don Riccardi**  
**Title:** General Manager, The Mountain Winery, Saratoga, CA  
**Responsible for:** Riccardi is responsible for all aspects of this $10 million dollar exclusive food, beverage and facility management contract with the Chateau Masson. Responsibilities include but were not limited to; financial accountability, contract compliance, sub-contractor arrangements, customer relations, quality assurance, liaison to the owners, corporate programs, public relations campaigns, capital investment and marketing programs.  
**Career History:**  
- General Manager of the Levy Restaurant Group – McCormick Place Convention Center Complex  
- General Manager at the Santa Clara Convention Center, an as the Owner of DCR Unlimited  
- Member of the IAVM.  
**Education:** Riccardi received a B.S. Degree in Math Science/Meteorology from Brookdale College  
**Industry Experience:** Over 25 years  

**Scott Norton**  
**Title:** Director of Marketing, University of Phoenix Stadium, Glendale, AZ  
**Responsible for:** Overseeing all sales and marketing activities of the multi-use venue. He currently works with multiple clients to ensure utilization of the one-of-a-kind stadium on non-football days. Such events will include: The Rolling Stones, USA Men’s Soccer, The Men’s Luxury Toy Expo, Career Fairs, The International Sportsmen’s Expo, Ford AMP Tour Monster Truck & Freestyle event, Ford Classic Car Show, AZ Hospitality Expo, Golf Expo, Family Funfest, Southwest Nursery & Landscape Expo, Corporate events, and more.  
**Career History:**  
- Marketing Director, Bakersfield Centennial Garden & Convention Center, Bakersfield, CA  
- Key Account Representative, Meadows Music Theatre/WHCN, Hartford, CT  
- Advertising Sales Manager, Hartford Civic Center, Hartford, CT  
- Season Ticket/Group Sales Account Executive, Hartford Whalers NHL Hockey Team, Hartford, CT  
**Education:** B.S. Degree, University of Connecticut, Storrs, CT  
**Industry Experience:** Over 18 Years of Industry Experience
**Venue Description**
- 25,000 sq. ft. venue
- Seating for up to 8,500
- Hockey capacity: 6,669
- Concert capacity: 6,200
- Premium club seats: 332
- 20 Suites
- 2 Hospitality Suites
- Loge boxes: 15
- Premium lounge dining capacity: 108
- Adjacent to the University of the Fraser Valley (15,500 students)
- Indoor Walking Program
- Home of the Abbotsford Sports Wall of Fame

**Market Size**
- Abbotsford: 133,497
- Fraser Valley Regional District: 277,593

**Spectra’s Role**
- Pre-Opening
- Management
- Food and Beverage by Spectra Food Services & Hospitality

**Managed Since**
2009

**Opened**
2009

**Construction Cost**
$75 million

**Architect**
PBK Architects

**Notable Events**
- Eric Church (sold out)
- Carrie Underwood (sold out)
- Gurdas Maan (sold out)
- Motley Crue
- The Masters Grand Slam of Curling
- Florida Georgia Line
- tobyMac
- Braid Paisley
- Maroon 5
- Kiss
- WWE Live
- John Fogerty
- Jeff Dunham
- Alan Jackson
- Canada World Kabaddi Cup

**Achievements**
- **Venues Today** – Number One Ranked Arena in Western Canada (Capacity 5,000-10,000) – 2014
- **Venues Today** – Third Busiest Arena in Pacific Northwest (Capacity 5,000-10,000) - 2014
- **Venues Today** – Number One Ranked Arena in Canada (Capacity 5,000-10,000) – 2013
- **Venues Today** – Busiest Arena in Pacific Northwest (Capacity 5,000-10,000) – 2012
- **Venues Today** – 13th Busiest Arena Worldwide (Capacity 5,000-10,000) – 2012
- **Pollstar** – Named #165 in Top 200 Arenas in the World - Q3 2014
- **Pollstar** – 4th Busiest Arena in Canada (Capacity 5,000-10,000) – 2012
- **Pollstar** – Named one of the Top 200 Arenas in the World – 2012
- **Canadian Music Week** – nominated for the “Air Canada Centre” Major Facility of the Year (Under 8,000 capacity) – 2012, 2013, 2014
- Abbotsford Environmental Leadership Award – Water Saver Award for Rainwater Harvesting – 2012
- Celebrated One Millionth Ticket in May 2013 with Carrie Underwood concert
Achievements

- Executed two successful “in-house” events with a Wedding Expo and a Healthy Living Life Expo
- Brought in TNA Wrestling for the first time in the history of the building
- Increased sponsorship revenue over previous year
- Added two new AAU tournaments over previous year
- Reduced operating deficit by $30,000

Notable Events

- Dancing with Stars of Aiken
- Aiken’s Premier Wedding Expo
- TNA Wrestling
- Aiken Home & Garden Show
- Citizens for Nuclear Awareness Lecture
- Healthy Living Life Expo

Venue Description

- Concert Capacity: 4,000
- Basketball Capacity: 3,400
- 93,000 sq. ft. arena
- 1,800 sq. ft. VIP Room for business meetings, concert “meet and greets”
- 97,600 sq. ft. of total space (including rentable meeting space)
- Main floor used for USCA athletic events, concerts, graduations, and other public events
- Two additional practice courts which can also be used for private meetings, business functions, conventions, or other special events

Market Size

- DMA - 520 and Rank 112
- Part of the Augusta DMA
- Population: City - 30,000 County - 163,000

Major Tenants

- USC Aiken Pacers - Mens & Womens Basketball
- Womens Volleyball

Spectra’s Role

- Pre-Opening
- Management
- In-house Corporate Partnership Sales
- Ticketing by Spectra Ticketing & Fan Engagement
- Automated Marketing

Managed Since

2007

Opened

2007

Construction Cost

$21 Million

Architect

GMK & Associates

Client Reference: Joe Sobieralski, CFO | University of South Carolina Aiken
471 University Parkway | Aiken, SC 29801 | Tel.: 803.641.3399 | joes@usca.edu
**Venue Description**
- 196,000 sq. foot facility
- 5,600 seat arena
- Auxiliary gym seating 600-800
- Gymnastics practice and performance gym
- Academic support space
- Athletics fitness and training facilities
- Enhanced locker rooms for athletic teams
- Student fitness/recreation
- Office and meeting spaces
- Suite level seating
- State of the art sports medicine facility
- Accommodations for catering services
- World-class space for NCAA competitive teams
- **Year-round 3 star restaurant**

**Market Size**
- Anchorage Metropolitan Area: 398,612

**Major Tenants**
- UAA Seawolf Men’s and Women’s Basketball NCAA Division II (Great Northwest Conference)

**Spectra’s Role**
- Pre-Opening
- Management
- Sponsorship Sales
- Ticketing

**Managed Since**
- 2014

**Opened**
- 2014

**Construction Costs**
- $109 Million

**Architect**
- McCool Carlson

**Prior Manager**
- Sun Dome, Inc.

**Cable Provider & Benefits**
- 200

**Client Reference:** Keith Hackett, Athletic Director | University of Alaska, Anchorage
Alaska Anchorage Athletic Department, Wells Fargo Sports Complex Rm 220, 3211 Providence Dr. | Anchorage, AK 99508 | Tel.: 907.786.4878 | khackett2@uaa.alaska.edu
Venue Description
- Capacity: 8,359
- 25 VIP Suites
- 1 Broadcast Suite
- 200,000 sq. ft. venue
- Convention spaces: 21,160 and 4,500 square feet

Market Size
- DMA: Miami/Ft. Lauderdale
- DMA Population: 1,538,050
- Coral Gables Population: 42,249

Major Tenants
- ACC Division 1 Men’s and Women’s Basketball (Miami Hurricanes)

Spectra’s Role
- Pre-Opening
- Management

Managed Since
- 2003

Opened
- 2003

Construction Cost
- $48 Million

Architect
- Ellerbe Becket

Notable Events
- Premios Billboard Awards
- UM Commencement
- Coral Gables Home Show
- Men’s Basketball (ACC Champs)
- Miami-Dade County HS Graduations
- Premios Juventud
- MMA World Series of Fighting on NBCSN, CFA
- Freestyle Honor Awards
- Legends of the 80s
- Campaign visits by President Obama and Mitt Romney

Achievements
- #3 in Venues Today - Midsized FL venues
- Selected by Facilities Magazine as a “Prime Site Award Winner”
- Six Sold-Out MBB games
- Beat overall budget by $91,768
- Beat Fieldhouse budget by $67,571
- Held nine more minor shows than prior fiscal year
- Fieldhouse revenue doubled for second year in a row
- Outside Revenue surpassed Internal Revenue for second year in a row

Client Reference: Sandra Redway, Executive Director, Auxiliary Services
University of Miami, Division of Finance and Treasury
1350 Miller Drive | Coral Gables, FL 33124 | Tel.: 305.284.3584 | Fax:305.284.1546 | Sredway@Miami.edu
Venue Description

Berglund Center Coliseum
- 11,000-seat Coliseum

Berglund Special Events Center (SEC)
- 46,000 sq. ft.
- 281 booths size 8’ x 10’
- 237 booths size 10’ x 10’
- Portable staging available
- Capacity: 3,066 theater style; 1,600 banquet style; 800 classroom style; 5,850 standing

Exhibit Hall & Meeting rooms
- 11,000 sq. ft.
- Versatile room for exhibits, banquets, lectures. Ideal for groups of 100-1,500.
- Three breakout rooms adjacent to the Exhibit Hall, perfect for small gatherings, meetings, seminars, and receptions. Capacities from 25-75.

Berglund Performing Arts Theatre
- 2,150-seat theatre

Market Size
- DMA: Ranked #67
- Population: 467,000 (seven counties)
- SMA: 1,573,000 (within 75 mile radius)
- County: 85,700
- City: 100,000

Major Tenants
- ACHA Virginia Tech Hokies Hockey

Spectra’s Role
- Management
- Food and Beverage by Spectra Food Services & Hospitality
- In-house Corporate Partnership Sales
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2009

Opened

Notable Events

Berglund Center Coliseum:
- Carrie Underwood
- Miranda Lambert & Dierks Bently
- Eric Church
- Zac Brown Band
- WWE Live
- Jeff Dunham

Berglund Special Events Center:
- Craftsmen’s Classic
- Camping World’s RV Show
- MDA Benefit Car Show
- Southwest VA Boat Show
- Home & Garden Show
- Shamrock Volleyball Festival
- PetEx
- Greater VA Bridal Show

Berglund Performing Arts Theatre:
- Alton Brown
- Theresa Caputo
- Lewis Black
- Shrek the Musical
- A Chorus Line
- West Side Story

Achievements
- All 5 major concerts in the last year sold out
- Second time in 20 years we had over 1,000 subscriptions for Broadway in Roanoke
- Ranked #17 for venues 5,000 - 15,000 in the Venues Today “Social Media Power 100”
- 4% increase in the number of events, from 263 in 2012 to 276 in 2013
- In 2013 exceeded budget by 9%

Client Reference: Sherman Stovall, Asst. City Manager for Operations, City of Roanoke
215 Church Ave., Rm 364, Roanoke, VA 24011 | Tel.: 540.853.2333 | Fax: 540.853.1138 | Sherman.Stovall@roanokeva.gov
Budweiser Events Center at the Ranch
Loveland, Colorado

Venue Description
- 7,200-seat arena
- 25 suites
- 776 club seats
- 1,700 sq. ft. venue

Concert capacities
- End stage (180) - 6,100
- End stage (270) - 6,380
- End stage (360) - 7,023
- Half house - 2,223
- Center stage - 6,700

Sports capacities
- Hockey - 5,100
- Basketball - 5,400
- Football - 4,900
- Rodeo - 3,800

- Part of 374,000 sq. ft. fairgrounds complex called The Ranch.
- First National Bank Exhibition Building: 36,000 sq. ft.

Market Size
- Northern Colorado: 400,000

Major Tenants
- Colorado Eagles (ECHL- Mountain Division)
- Colorado Ice (IFL - Mountain West Division)

Spectra’s Role
- Pre-Opening
- Management
- Food and Beverage by Spectra Food Services & Hospitality
- In-house Corporate Partnership Sales
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2003

Opened
2003

Construction Cost
$26 Million

Architect
PBK

Client Reference: Bob Herrfeldt, Director | The Ranch- Larimer County Fairgrounds and Events Complex
5280 Arena Circle | Loveland, CO 80538 | Tel: 970.619.4010 | Fax: 970.619.4001 | herrfeb@co.larimer.co.us

Achievements
- Nominee for Large Business of the Year by the Loveland Chamber of Commerce
- Gross revenue from tickets sales reached an astonishing $6,837,850 with 179 events and 366,700 in attendance
- Spectra Food Services & Hospitality sold $2,784,824 in concessions inside the arena alone
- In-house Corporate Partnership Sales reached over $1,200,000 in revenues from Corporate Sales and Premium Seating
- Entering the 10th year of operation, the Budweiser Events Center had generated nearly $400,000 in profit

Notable Events
- Larimer County Fair
- Alabama
- Bill Cosby
- Chris Young
- Sammy Hagar

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**Venue Description**

- **7,200-seat arena**
- **25 suites**
- **776 club seats**
- **1,700 sq. ft. venue**

**Concert capacities**

- **End stage (180) - 6,100**
- **End stage (270) - 6,380**
- **End stage (360) - 7,023**
- **Half house - 2,223**
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**Sports capacities**

- **Hockey - 5,100**
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- Colorado Ice (IFL - Mountain West Division)

**Spectra’s Role**

- **Pre-Opening**
- **Management**
- **Food and Beverage by Spectra Food Services & Hospitality**
- **In-house Corporate Partnership Sales**
- **Ticketing by Spectra Ticketing & Fan Engagement**

**Managed Since**

2003

**Opened**

2003

**Construction Cost**

$26 Million

**Architect**

PBK

**Client Reference:** Bob Herrfeldt, Director | The Ranch- Larimer County Fairgrounds and Events Complex
5280 Arena Circle | Loveland, CO 80538 | Tel: 970.619.4010 | Fax: 970.619.4001 | herrfeb@co.larimer.co.us

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**Notable Events**

- Larimer County Fair
- Alabama
- Bill Cosby
- Chris Young
- Sammy Hagar
Venue Description
- Hockey capacity: 9,100
- End stage concert capacity: 9,000
- Theatre mode (smaller concert) capacity: 3,200
- Theatre mode (with proscenium) capacity: 2,800
- Centre stage concert capacity: 10,200
- 38 luxury suites and more than 1,000 club seats
- In addition to the standard end stage configuration for large concerts, the arena can be set up to accommodate touring Broadway shows or smaller concerts in its theatre mode. The theatre mode features a small, intimate atmosphere and a 30-line fly grid to suspend scenery or lighting and sound.

Market Size
- Population of London: 366,151

Major Tenants
- London Knights (OHL)
- London Lightning (NBL)

Spectra's Role
- Pre-Opening
- Management
- Food and Beverage by Spectra
- Food Services & Hospitality
- In-house Corporate Partnership
- Sales
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2002

Opened
2002

Construction Cost
$42 Million

Architect
Brisbin, Brooks, and Beynon Architects (BBB Architects)

Notable Events
- ISU World Figure Skating Championships
- Pearl Jam - July 16, 2013 *one of two summer dates in North America
- Tom Petty - June 2013 *sole Canadian summer tour date
- Announced to host 2014 Mastercard Memorial Cup

Achievements
- Host of the ISU World Figure Skating Championships
- Venues Today Year End Ranking was #7 Worldwide for gross sales (#1 in North America for a period October 16, 2012 - October 15, 2013)
- Exceeded financial budget for 10 years in a row

Client Reference: Mike Turner, Deputy City Treasurer, Finance and Corporate Services/Finance
4th floor, City Hall | 300 Dufferin | London, ON, N6B 1Z2 | Tel.: 519.661.2500 ext.4953 | MTurner@london.ca
Achievements

For the fourth year in a row, ranked as a “Top Stop” in Florida in the 5,001 - 10,000 seat arena category. The UCF Arena came in at #4 in the rankings.

Spectra staff created a Touch a Truck event held prior to a UCF men’s basketball game and had over 1,000 people in attendance.

Successfully took over cleaning and maintenance responsibilities for the UCF Arena.

Quidam from Cirque du Soleil was the third highest grossing show in the world (5/16/13 - 6/15/13 - 5,001-10,000 seat arena category).

Negotiated a better ticketing deal with ticketing company that helped increase other income by 9%

Decreased utilities expense by over $79,000, or 11% compared to FY12.

Exceeded budget by $19,429.

Quidam by Cirque du Soleil became the third highest grossing event in arena history, selling 16,258 tickets and grossing over $940,000.

Notable Events

- Lady Gaga (sold out)
- Paramore (sold out)
- Carrie Underwood (sold out)
- Elton John (sold out)
- Michael Buble’ (sold out)
- Reba McEntire (sold out)
- Robin Williams (sold out)
- Trans-Siberian Orchestra (sold out)
- 2012 Light Up UCF
- Quidam from Cirque du Soleil
- UCF 50th Anniversary Gala
- Harlem Globetrotters
- Kendrick Lamar/Steve Aoki
- Long Island Medium/Theresa Caputo
- 21 high school commencement ceremonies
- 10 UCF commencement ceremonies

Venue Description

**CFE Arena:**
- 10,000-seat arena
- 500 club seats
- 3,000 sq. ft Black and Gold Club
- 16 luxury suites
- 2 party suites
- 64 loge seats
- Attached restaurants and retail
- Home to UCF Men’s and Women’s Basketball

**The Venue:**
- 1,800-seat theater
- Permanent concert grade light and sound

**Market Size**
- Orlando Population: 1.4 million
- Media Market Ranked 19th

**Major Tenants**
- NCAA Division I Men’s and Women’s Basketball (Knights)
- NCAA Division I Women’s Volleyball
- AFL Orlando Predators

**Spectra’s Role**
- Pre-Opening
- Management
- Operational and marketing support for outdoor events in Knights Plaza and retail row units

Managed Since
2006

Opened
2007

Construction Cost
$107 Million

Client Reference: Curt Sawyer, Associate Vice President for University Services
Millican Hall Suite 384 | 4365 Andromeda Loop N | Orlando, FL 32816 | Tel.: 407.823.4818 | Curt.Sawyer@ucf.edu
Achievements

- Ranked #87 in the world in Pollstar's 2012 Year-End Ticket Sales Rankings for Arenas Worldwide with 137,996 patrons
- Ranked #2 in the world in Pollstar's 2012 Year-End Ticket Sales Rankings for University-Owned Facilities
- Ranked #15 in the May 2013 Venues Today Top Stops for mid-sized arenas
- Set a Venue Record for most events hosted in a year with 160 events.
- Increased in ticket sales by over 33,000 patrons in 2012-2013
- Increased in gross year-end sales by over 15% from 2011-2012
- Increased total events by nearly 15% from 2011-2012
- Ancillary income was over $1 million for the second year in a row
- Concessions increased to $1.8 million
- Indirect expenses were $122,766.81 lower than budget. Indirect expenses netted with the building income arrive at a bottom line of $242,342.10 which is $307,996.82 over budget.
- Increase in Total Gross Income by over 15%
- Reduced operating deficit by $242,342.10 in 2012-2013
- Celebrated 5-Year Anniversary in April 2013 as 176 Men's and Women's Basketball games have been played, 70 concerts, and over 1.7 Million fans have attended events at Chaifetz Arena
- Held 4 Major Events in 48 Hours on March 8-10 with over 28,000 fans

Notable Events

- Black Keys
- Blake Shelton
- Bob Dylan
- Carrie Underwood
- Cirque du Soleil: Dralion
- Def Leppard
- Disney on Ice
- Elton John
- Eric Church
- Florida Georgia Line
- Florida Georgia Line
- Further
- Mike Epps
- Miranda Lambert
- Muse
- Phish
- The Lumineers
- Tyler Perry: Madea's Big Happy Family
- Visa Championships (USA Gymnastics National Championships)

Venue Description

- 10,600-seat arena
- Theatre Configuration: 4,000 seats
- 250-seat Dining Club - Lorenzini’s
- 16 Luxury Suites
- 2 court Practice Facility with seating for up to 800 adjacent

Market Size

- DMA: St. Louis Metro Area
- Population: 1,243,490
- Rank: 21

Major Tenants

- Saint Louis University Men's and Women's Basketball and Women's Volleyball

Spectra's Role

- Pre-Opening
- Management

Managed Since

- 2008

Opened

- 2008

Construction Cost

- $80.5 Million

Architect

- Sink Combs Dethlefs/Mackey Mitchell

Client Reference: Stewart Wirth, Director, Treasury and Investments | St. Louis University
Wool Center, 3rd Fl | St. Louis, MO 63103 | Office: 314-977-2633 | swirth1@slu.edu
Achievements
- Book an average of 130 concerts each year, many of which are sold-out performances
- The Center continues to rank in the top 10 globally for collegiate arenas under 10,000 seats, according to Pollstar, and holds the #2 position in the United States
- Celebrated our 10 year anniversary in October 2012
- Venues Today ranked Ted Constant Center #2 in the world for college buildings under 10,000 seats
- Reduced expenses by $240,000 over previous fiscal year.
- We have consistently hit budget numbers

Notable Events
- Journey ft. Pat Benatar and Loverboy
- Winter Meltdown ft. Fun, Imagine Dragons, Of Monsters and Men
- Harlem Globetrotters
- Cirque Du Soleil "Quidam"
- Imagine Dragons

Venue Description
Ted Constant Convocation Center
- 9,500-seat arena
- 16 VIP suites equipped with iPad technology used to control lights and the TV, and order catering
- 836 club seats
- 9,000 sq. ft. meeting facility with recent audio and video upgrades
- Group Box and Party Suite available on event-by-event basis
- Part of 75 acre village of retail shops, restaurants, office, and residential space

Foreman Field
- 20,000-seat football stadium

Market Size
- Hampton Roads DMA
- 2.6 million in population
- 34th largest DMA in the US
- Norfolk city population: 234,000

Major Tenants
- NCAA Division I Men’s & Women’s Basketball (Old Dominion Monarchs) Conference USA
- NCAA Division I-FBS, Monarch Football

Spectra’s Role
- Pre-Opening Management
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2001 - Constant Convocation Center
2009 - Foreman Field

Opened
2002 - Constant Convocation Center
2009 - Foreman Field

Construction Cost
$46 Million

Architect
Moseley Architects and Rossetti Architects

Cable Provider
Cox Communications rights to ticketing system and is the exclusive media

Client Reference: Todd Johnson, Asst. Vice President of Auxiliary Services | Old Dominion University
1200 Webb Center, Norfolk, VA 23529 | Tel.: 757.683.3462 | tjohnso@odu.edu
Venue Description

Arena:
- Capacity: 6,733 (hockey)
- Capacity: 9,500 (concerts)

Market Size
- DMA Rank: 80 (Portland-Auburn)
- Largest city in Maine
- 516,826 Metro population—more than 1/3 of Maine’s total

Tenants
- AHL Portland Pirates (NHL Arizona Coyotes affiliate)

Spectra’s Role
- Management
- In-House Food and Beverage Services
- Commercial rights by In-house Corporate Partnership Sales

Managed Since
- 2014

Opened
- 1977

Construction Cost
- Underwent a $34 million dollar, two-phase renovation that was completed in February 2014

Notable Events
- Awarded Management Contract in 2014

Achievements
- Awarded Management Contract in 2014

Client Reference: Dale Olmstead | Contract Compliance Manager, Cross Insurance Arena
One Portland Square, Portland, ME 04101 | Tel: 207-791-2237 | dolmstead@crossarenaportland.com
Venue Description

Arena:
- 8,078-seat arena
- 4,002- half house configuration
- 12 Suites
- 460 Club Seats

Conference Center:
- Ballroom, Banquet seating 900
- Theater Seating up to 1700
- 16 breakout rooms
- Board Room

Fairgrounds:
- 56-acre fairgrounds, race track, and agricultural barns

Market Size
- DMA Rank 156
- City of Bangor: 33,039
- Penobscot County: 153,923

Tenants
- NCAA University of Maine
  Black Bears Men’s and Women’s Basketball (America East)

Spectra’s Role
- Pre-Opening
- Management
- In-house Food and Beverage Services

Managed Since
2012

Opened
2013

Notable Events

- Assumed Management in 2012
- Motley Crue with Alice Cooper
- Annual Bangor State Fair
- UFC Fight Night 2014
- Hunter Hayes
- Hank Williams Jr.
- University of Maine Basketball

Achievements

- Hosted a Gala Grand Opening Reception and Dinner for 650 and a Community Open House for over 5,700 in September 2013
- Hosted State Conventions for both Republican and Democratic Parties in 2014
- Hosted largest plated dinner in State of Maine history in 2015
- Hosted Gala that was single biggest charitable giving event in city history in 2015
- Home to the Maine Basketball Hall of Fame annual induction ceremony
Venue Description
Coliseum:
- 360: 10,000
- End Stage: 8,000
- Half House: 5,000
- 10 Suites

Arena:
- Cap: 5,000

Theatre:
- Cap: 2,446

Expo:
- 60,000 square feet

Banquet Hall:
- 10,000 square feet

Market Size
- City Population: 200,000
- County Population: 325,000

Tenants
- Fayetteville Fireantz, Southern Professional Hockey League
- Cape Fear Heroes of the American Indoor Football League

Spectra’s Role
- Management

Managed Since
2013

Opened
Coliseum: 1998
Arena: 1967
Theatre: 1967
Expo: 1987

Notable Events
- Awarded management agreement November 2013
- Disney On Ice
- Monster X Tour
- Bill Cosby
- WWE
- Jason Aldean with Florida Georgia Line
- February 2014 – Tyler Perry’s Hell Hath No Fury Like a Woman Scorned

Achievements
- Projection to finish first fiscal year of operation ahead of budget
- Reupholstered club seating area
- Actively working towards refinishing concourse and providing an overall cleanliness upgrade to the facility
- Rebranded the complex complete with new logos, new website, and new signage

Client Reference: Thaddeus T. Jenkins | Chairman of the Cumberland County Civic Center Commission
225 Green Street, Suite 1007-C | Fayetteville, NC 28301 | Tel.: (910) 480-1800 | TJ@wrijencompany.com
Achievements

Awarded Management Agreement March 2014

Notable Events

- Brad Paisley
- Darius Rucker
- Harlem Globetrotters
- WWE Live
- Joel Osteen

Venue Description

**Arena**
- 12,500-seat arena
- 6,000-seat theatre configuration
- Luxury Suites
- Club Seats
- Restaurant: Spotlight Grille

**Exhibit Hall & Meeting Rooms**
- 50,000 sq. ft. total exhibit space including arena
- Versatile room for exhibits, banquets, lectures. Ideal for groups 100-5,000.
- Six breakout rooms adjacent to the Exhibit Hall, perfect for small gatherings, meetings, seminars, and receptions. Capacities 75-600 each.

Market Size

- Tallahassee Population: 186,971
- Leon County Population: 283,769

Major Tenants

- NCAA Division I Men's & Women's Seminole Basketball

Spectra's Role

- Management
- In-House Food and Beverage
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since

2014

Opened

1981

Construction Cost

$33.8 Million

Client Reference: Eric Algoe | Associate Vice President for Administration | The Florida State University
222 S. Copeland Avenue, Suite 214, Tallahassee, FL 32306 | Tel. 850.644.4444 | Fax: 850.644.6447 | ealgoe@fsu.edu
Venue Description
- Concert capacity: 5,600
- Hockey capacity: 4,500
- 27 VIP Suites
- Part of the South Peace Community Multiplex which also includes Kenn Borek Aquatic Centre, and the Lakota Agriplex (indoor running track & 50 ft. climbing wall)

Market Size
- Dawson Creek Population: 11,600
- Surrounding Region: 100,000

Spectra’s Role
- Pre-Opening
- Management
- Food and Beverage by Spectra Food Services & Hospitality
- Commercial rights by In-house Corporate Partnership Sales
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2008

Opened
2008

Construction Cost
$61 Million

Architect
Field Field and Field

Notable Events
- Eric Church
- Jason Adlean - 2 nights
- Motley Crue
- Loretta Lynn
- Dixie Chicks
- Carrie Underwood
- Price is Right Live

Achievements
- Booked KISS (one of the smallest venues KISS has ever played)
- Ranked # 2 in Canada for Venues under 5000
- Ranked # 4 in the Pacific Northwest
- Ranked #1 in Western Canada in 2014
- Exceeded budget by $95,552 in 2014

Client Reference: Jim Chute, Chief Administrative Officer | City of Dawson Creek
PO Box 150 | Dawson Creek BC V1G 4G4 | Tel.: 250.784.3600 | Fax: 250.782.3203 | jchute@dawsoncreek.ca
Venue Description
Enid Event Center
- 3,200 seats - sporting events
- 3,800 seats - concerts
- All retractable seats - 33,000 sq. ft.
- 3 suites
- Soon to be connected 135 room Hilton Garden Inn (by end of 2014)
- In-house sponsorship

Convention Hall
- Connected to Enid Event Center - seamlessly work together
- 53,000 sq. ft. facility
- 22,000 sq. ft. sellable
- 11,000 sq. ft. Grand Ballroom
- 3,000 sq. ft. Nick Benson Memorial Ballroom
- 8 breakout Meeting Rooms ranging from 1,000 sq. ft. to 1,500 sq. ft.
- In-house AV

Market Size
- 50,000 local population
- DMA of 115,000 - 9th in state

Major Tenants
- Enid High School Athletics

Spectra’s Role
- Pre-Opening Management
- Ticketing by Spectra Ticketing & Fan Engagement
- In-House Food and Beverage
- In-house Corporate Partnership Sales Pre-Opening Valuation

Managed Since
2011

Opened
- Enid Event Center June 2013
- Convention Hall November 2012

Construction Cost
- Enid Event Center - $18M
- New Construction / Convention Hall - $8M Renovation

Achievements
- Oversight and completion of FF&E for Enid Event Center and Convention Hall - $2.3 million
- Re-opening of Convention Hall and Grand Opening of Enid Event Center in the same fiscal year
- Increased gross revenues, through addition of new in house managed services, from roughly $200,000 to nearly $800,000 and a projected $1.8 million this fiscal year
- Increased customer service ratings through customer surveys to an average response rate of 4.81 out of 5.00
- Beat budget by over $80,000 last fiscal year even with delayed openings of both the renovation project and new construction

Notable Events
- Grand Opening of Enid Event Center: Gary Allan and Cirque Musica
- Grand Re-Opening of Convention Hall
- Self Produced Weddings with Elegance and Oklahoma Sportman’s Classic
- Community Events: All major galas / meetings, Red Dirt BBQ, Taste of Home Cooking School
- Oklahoma Museum’s Association
- PEO Sisterhood Convention
- FFA Colt Conference

Client Reference: Jerald Gilbert, City Manager | City of Enid, Oklahoma
401 W. Garriott Road | Enid, OK 73701 | Tel.: 580.616.7245 | jgilbert@enid.org
FirstOntario Centre (formerly Copps Coliseum)
Hamilton Place, and Molson Canadian Studio
Hamilton, Ontario  
www.coreentertainment.ca

Venue Description

FirstOntario Centre
- 19,000 seat arena
- 12 private boxes
- NHL-sized ice surface (85' x 200') that can be reconfigured to an international size ice surface (100' x 200')
- Exhibition Hall: 61,000 sq. ft.
- Gross Exhibit Space: 117,000 sq. ft.
- Gibson's Lounge (event day restaurant)
- Next to Jackson Square Shopping Centre and Sheraton Hotel

Hamilton Place
- 2,193-seat theatre
- Capacity: 2,193
- Orchestra: 1,207
- First Balcony: 548
- Second Balcony: 428

Molson Canadian Studio
- Seating Capacity: 550
- Theatre within Hamilton Place
- Cabaret style - Capacity 349
- Theatre Style - Capacity 422 - General Admission

Market Size
- Hamilton Population: Over 520,000
- CMA population 721,053

Major Tenants
- AHL Hamilton Bulldogs
- Hamilton Philharmonic Orchestra

Spectra’s Role
- Management
- In-house Corporate Partnership Sales

Managed Since
2013

Opened
1985 (FirstOntario Centre)
1973 (Hamilton Place)

Construction Cost
$54 Million

Notable Events

FirstOntario Centre
- 2015 JUNO Awards
- Oprah
- RUSH
- Nitro Circus
- Dixie Chick

Molson Canadian Studio
- Billy Talent
- Tim Hicks
- R5
- Bay City Rollers

Hamilton Place
- Jerry Seinfeld
- Barenaked Ladies
- Blue Rodeo
- Dina Krall
- Philip Phillips

Achievements
- LED rink board installed
- First successful pre show block party for RUSH - July 2013
- Ad Program - Generated $12,000 in revenue for the first time (did not exist prior to Spectra’s management)
- Marketing took over suite rentals for venues and for the first time generated revenue for the department totaling $5,391
- Development of a successful Group Sales Department that generated over $10,000 (did not existent prior to Spectra’s management)
- Received positive feedback and testimonials from our community stakeholders noting they have seen an improvement in the way the facilities are being managed.
- In-house Corporate Partnership Sales sold the naming rights in a 10-year deal.

Client Reference: John Hertel, Director, Finance, Administration, and Revenue Generation, | City of Hamilton
71 Main St. W. | Hamilton, Ontario, L8P 4Y5 |Tel.: 905. 546.2424 ext. 2739 | John.hertel@hamilton.ca
Venue Description
- 185,000 sq. ft. venue
- 7,700 seat main sports and entertainment arena
- 250 seat community/practice arena
- 7,700 capacity in 360
- 3,300 capacity in theatre
- 2-level centre ice, full service restaurant
- 4 group rooms, 1 leisure room
- 2 level centre ice restaurant
- Home of the Oshawa Sports Hall of Fame
- Oshawa Generals retail store
- Fully retractable centre hung scoreclock

Market Size
- City of Oshawa - 152,000
- Durham Region - 630,000

Major Tenants
- Oshawa Generals (OHL)
- Durham Turfdogs (CLax Lacrosse League)

Spectra’s Role
- Management
- In-House Food and Beverage Services
- Commercial rights by In-house Corporate Partnership Sales
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2008

Opened
2006

Construction Cost
$45 Million

Architect
Norr Architects

Notable Events
- The Tragically Hip (sold out)
- Eric Church (sold out)
- Motley Crue
- Reba
- Dixie Chicks (sold out)
- Subway Super Series OHL vs. Russia

Achievements
- 2012 Ranked #12 in the world by Venues Today (5,001-10,000 capacity).
- Venue of the Year nominee for 3rd consecutive year (under 8,000 capacity) Canadian Music Week
- 2012 Ranked #158 in the world (all venues) by Pollstar
- In 2012 increased paid attendance by over 34,000
- Increased venue database from under 1,000 in 2008 to over 60,000 to date.
- In 2012 increased Direct Event Income by over $119,000 and Total Event Income by over $185,000.
- In 2012 reduced operating expenses by $50,000.
- in 2012 increased pouring rights and pizza rights revenues by $41,000
- Created an In House Housekeeping Team which reduced janitorial costs by over $35,000 annually.
- Increased ice rental revenues by over $132,000.
Venue Description
- 7,000-seat capacity for concerts
- 5,800-seat capacity for sporting events
- 25 Luxury Suites
- Separate community ice rink (Centerpoint Community Ice)
- 2,200 parking spots

Market Size
- Kansas City Metro Area Population: 464,310
- DMA Rank: 31
- Independence Population: 117,000

Major Tenants
- Missouri Mavericks (CHL)
- Missouri Comments (MISL)

Spectra’s Role
- Management
- Food and Beverage by Spectra
- Food Services & Hospitality
- In-House Corporate Partnership Sales

Managed Since
2014

Opened
2009

Construction Cost
$67.5 Million

Notable Events
- Awarded Management Agreement July 2014

Achievements
- Awarded Management Agreement July 2014
Achievements
Fiscal Year 2013 Highlights
"Ranked in the top 100 venues in the world for ticket sales in 2012 by Pollstar Magazine"
Hosted a total of 484 events in FY 2013, which was 44 more than the projected number
Improved our overall client survey score to 4.75 from 4.56 the previous year
The Greater Des Moines CVB secured 48 new bookings and 37,713 new rooms as part of 110 bookings at IEC with 83,349 room nights
Finished FY 2013 by showing a profit of $510,505 to Polk County - 2nd highest return to Polk County
Indirect Expenses continue to be under budget with a total savings of over $42K in department expenses
NCAA Division I Wrestling Championships had an economic impact of $15M to Greater Des Moines

Notable Events
Wells Fargo Arena
- Bob Dylan
- Def Leppard/Poison
- Alan Jackson
- Carrie Underwood (sold out)
- Cirque “Quidam”
- Bon Jovi (sold out)
- Kenny Chesney (sold out)
- Fleetwood Mac
- 2012 Kellogg’s Tour of Gymnastics Champions
- NCAA 2013 Division I Wrestling Championships (sold out-over 90,000 in attendance)

Venue Description
Wells Fargo Arena:
- 16,980 seat arena
- 39 suites
- 20 Loge Boxes
- 630 Club Seats
- The Principal River’s Edge (180-seat restaurant)
- A 360 degree curtaining system along with a half house curtain
- Ice floor
- Retractable seating

Hy-Vee Hall:
- 100,000 sq. ft. prime expo hall

Community Choice Credit Union Convention Center at the Veterans Memorial:
- State’s largest Ballroom (28,000 sq. ft.) with 13,400 sq. ft. of pre-function space and 2 meeting rooms
- 21 flexible meeting rooms and 5,000 sq. ft. of pre-function space

Market Size
- DMA Rank: 72
- Population of Des Moines Metro Area: 688,000

Major Tenants
- Iowa Wild (AHL)
- Iowa Energy (NBA-DL)
- Iowa Barnstormers (AFL)

Spectra’s Role
- Pre-Opening
- Management
- Food and Beverage by Spectra Food Services & Hospitality
- In-house Corporate Partnership Sales
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2004

Opened

Construction Cost

Client Reference: Sarah Boese, Board Executive Assistant | Polk County Board of Supervisors
111 Court Avenue | Des Moines, IA 50309 | Tel.: 515.286.3895 | Fax: 515.323.5225 | sarah.boese@polkcountyiowa.gov
Venue Description

James Brown Arena
- Floor 211' x 109' (23,000 sq. ft. unobstructed)
- 8,600 seat capacity
- Windsor Club - open to members before, during, and after events. Membership is capped at 200 members.

William B. Bell Auditorium
- Floor 111' x 90' (10,000 sq. ft., unobstructed)
- 2,700 seat capacity

Market Size
- DMA: Augusta, GA
- Rank: 115
- Population: 556,000
- MSA Population: 453,400

Spectra’s Role
- Management
- Food and Beverage by Spectra Food Services & Hospitality
- Ticketing by Spectra Ticketing & Fan Engagement
- In-house Corporate Partnership Sales

Managed Since
2008

Opened
1979 (Arena)
1940 (Auditorium)

Construction Cost
$11 million
$5 million renovation

Architect
Pei Cobb Freed & Partners

Notable Events

- Guitar Pull
- Carrie Underwood
- Cirque du Soleil Quidam
- Disney on Ice Presents Worlds of Fantasy
- Brantley Gilbert
- Discover the Dinosaurs
- Greg Allman
- Mike Epps
- Willie Nelson
- Cirque Dreams Holidaze
- Price is Right Live
- Elvis Lives
- Alice in Chains
- DreamGirls
- Earth, Wind and Fire

Achievements

- James Brown Arena was featured in Venues Today “Top Ten Venues”
- The James Brown Arena is the only venue to have ever exceeded gross numbers with Harlem Globetrotters 5 years in a row
- Expenses were decreased by 10% for the Augusta Entertainment Complex for the 2013 fiscal year compared to the 2012 fiscal year

Client Reference: Cedric Johnson, Chairman | Augusta-Richmond County Coliseum Authority
1580 Walton Way, Augusta, GA 30904 | Tel.: 706.312.6500 | bankercj5@aol.com
Venue Description
- 18,000 seat arena
- 604,000 sq. ft. arena
- 87 luxury suites
- 12 party suites
- Gila River Casinos Club - 400 upscale seats
- Club Bud Light (located behind Coyotes and visiting team benches) offers up close and personal experience combined with first class hospitality services

Market Size
- 14th largest metro area; Phoenix is 6th largest City in U.S.
- Metro Phoenix Population: 4.2 million
- City of Phoenix Population: 1,445,632

Major Tenants
- Phoenix Coyotes (NHL)

Spectra’s Role
- Management
- In-house Corporate Partnership Sales

Managed Since
2013

Opened
2003

Construction Cost
$220 Million

Architect
HOK Sport

Notable Events
- Andrea Bocelli
- Bon Jovi
- Bruce Springsteen
- The Eagles
- Pearl Jam
- Foo Fighters
- Justin Timberlake
- Madonna
- Kanye West
- Paul McCartney
- Taylor Swift
- Justin Beiber
- Kenny Chesne
- The Who
- Carrie Underwood
- The Rolling Stones, Stevie Wonder
- Tom Petty & the Heartbreakers
- U2

Achievements
- Awarded management agreement 2013
Kovalchick Convention and Athletic Complex
Indiana University of Pennsylvania
Indiana, Pennsylvania

Venue Description
- 148,500 sq. ft. facility
- 5,000-seat Ed Fry Arena
- 630 seat-Christine Toretti Auditorium
- 17,000 sq. ft. state of the art Conference Center with multiple breakout rooms
- 6,000 square foot Corporate Training and Executive Conference Center

Market Size
- Pittsburgh DMA 2,881,200
- Ranked 23
- Indiana, PA Population Est.: 14,000
- Indiana County, PA Population Est.: 90,000

Major Tenants
- IUP Men’s and Women’s Basketball
- IUP Women’s Volleyball

Spectra’s Role
- Pre-Opening
- Management
- Commercial rights by In-house Corporate Partnership Sales
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2010

Opened
2011

Construction Cost
$80 Million

Architect
L.R. Kimball and Ellerbee-Beckett

Cable Provider & Benefits
Comcast support from Comcast

Notable Events
- Michael W. Smith
- Cirque Musica
- Scooby Doo
- Rodney Atkins
- FloNationals Wrestling Tournament
- Disney Live
- B.E. Taylor
- Eric Church (Sold Out)
- Derks Bently (Sold Out)
- Harlem Globetrotters
- Disney on Ice
- PA State Cheerleading
- Bill Gaither
- Celtic Woman
- Newsboys
- Ron White
- Ringling Brothers Circus
- Justin Moore
- 7th Day Adventist Conference
- Major Motion Picture “Southpaw” Movie Shoot

Achievements
- Ranked 4th best University Venue of its size by Venues Today in 2012
- Ranked 3rd best Mid Atlantic venue of its size by Venues Today in 2013
- Increased number of events each year with a high of 407 events in 2014
- Forecasted to exceed record events in 2015
- 587,102 people attended events since opening in March 2011
- Event operating income has increased each year including a +28% in 2014 totaling $2,253,976 in the facility’s 4 years
- Increased conference center catering revenue by 101%
- Parking revenue increase of 46%
- Advertising revenue increase of 24%
- Suite income revenue increase of 40%
- 28% increase in number of conference center events (65 events)
- Profit of $7,226 in FY 2012
- Profit of $2,987 in FY 2013
- Profit of $30,739 in FY 2014

Client Reference: Samuel H. Phillips, CHA, Assistant Vice President for Administration | Indiana University of Pennsylvania
Sutton Hall, Room 233-A | 1011 South Drive | Indiana, PA 15705 | Tel.: 724.357.4597 | phillips@iup.edu
Venue Description

**Event Center**
- 167,000 sq. ft. facility
- 6,071-seat arena
- Banquet and meeting space accommodating up to 390 people

**Fairgrounds**
- Jake McClure Arena
- Chapparral Building
  - 9,250 sq. ft.
  - 300-person capacity
- Zia Building
  - 12,702 sq. ft.
  - 400-person capacity
- Yucca Building
  - 5,225 sq. ft.
  - 300-person capacity

**Market Size**
- Albuquerque-Santa Fe DMA
  - 679,380
  - Ranked 47
- Hobbs, NM Population Est.: 36,041
- Lea County, NM Population Est.: 68,062

**Spectra’s Role**
- Management
- Commercial rights by In-house Corporate Partnership Sales
- Ticketing by Spectra Ticketing & Fan Engagement

**Managed Since**
- 2015

**Notable Events**
- Awarded Management in 2015

**Achievements**
- Awarded Management in 2015
Achievements

- Ranked #2 Highest Grossing Collegiate Venue for 5,000-10,000 seat arenas by Venues Today for 2012
- Ranked 168 out of 200 venues by Pollstar for 2012 for Highest Grossing Venues. Within that scope, the Liacouras Center ranked #3 for Collegiate Venues in the 5-10,000 seating range
- Increased Gross Food and Beverage Commissions every year of contract
- Exceeded budget for the past seven years of the contract including a record $631,000 in 2011

Notable Events

- Green Day
- Sesame Street Live
- US Greenbuild Council’s Celebration Gala with Hillary Clinton and Bon Jovi
- Joe Bonamassa
- Katt Williams
- John Mayer Concert Rehearsal
- Atoms for Peace
- Fall Out Boy

Venue Description

- 10,000-seat arena
- 10 VIP suites
- Fox-Gittis meeting room (200 seats for banquet and meetings)
- Esther Boyer Theatre (1,960 seats)
- With in-house curtaining system seating configurations of:
  - 7,500 seats
  - 5,500 seats
  - 3,500 seats
  - 1,800 seats

Market Size

- Philadelphia area: 6 Million
- DMA Rank: 4

Major Tenants

- Temple Owls Men's and Women's Basketball (American Conference)

Spectra's Role

- Management
- Ticketing by Spectra Ticketing & Fan Engagement
- Automated Marketing

Managed Since

- 2001

Opened

- 1997

Construction Cost

- $73 Million

Architect

- Vitetta Group, and Thompson

Client Reference: Rich Rumer, Associate VP Business Services | Temple University
1700 N Broad St., Ste. 415 | Philadelphia, PA 19121 | Tel.: 215.204.5146 | Richard.Rumer@temple.edu
Achievements

- Hosted 209 events with a total of 210,000 in attendance in fiscal year 2013
- Increased our overall customer satisfaction rating by .25; new current rating is 4.75
- Exceeded budget by over $150,000

Notable Events

Concerts:
- Midwest Express Tour: Reo Speedwagon, Styx, and Ted Nugent
- Pitbull
- Shinedown

Convention Center Events:
- Brewery Collectables Club of America - CANvention
- Bay Path Women’s Conference - Keynote Speaker Queen Latifah
- Transcending Boundaries
- National Farmers Union Conference
- USA Gymnastics Region 6 Competition
- TEAM

Venue Description

Arena:
- Capacity: 8,000
- 22 Club Seats
- 1 Private Club

Convention Center:
- 40,000 sq. ft. exhibit hall
- 15,000 sq. ft. grand ballroom
- 24,500 sq. ft. of meeting room space
- 8 Meeting Rooms
- 900 hotel rooms in walking distance

Market Size
- DMA Market Rank: 111
- City population: 153,000
- County population: 689,000

Major Tenants
- Springfield Falcons (AHL)

Spectra’s Role
- Management

Managed Since
2005

Opened
1991

Construction Cost
$71 Million renovation in 2005

Architect
Sasaki & TVS

MassMutual Center
Springfield, Massachusetts

Client Reference: Kenneth A. Sinkiewicz, Deputy Director | Massachusetts Convention Center Authority
415 Summer Street | Boston, MA 02210 | Tel.: 617.954.2175 | Fax: 617.954.2209 | ksinkiewicz@massconvention.com
Venue Description
- State of the art sports facility currently at the historic site of the former Maple Leaf Gardens
- Of the ‘Original Six’ NHL hockey arenas, the Peter Gilgan Athletic Centre is the only facility to retain a skating rink
- NHL-size ice rink with 2,796 seats
- Multi-purpose court with 1,000 seats
- Over 220,000 sq. ft. athletics and recreation space
- Restored dome ceiling above the ice rink reveals the original 1931 steel structure that supports the dome, one of the largest in North America
- Retail complex located on 1st and 2nd floors featuring Loblaws and Joe Fresh

Market Size
- DMA – Greater Toronto Area
- Population: 5.5 Million, #1 in Canada and #4 in North America

Major Tenants
Ryerson Rams:
- CIS OUA Men’s and Women’s Hockey
- CIS OUA Men’s and Women’s Basketball
- CIS OUA Men’s and Women’s Volleyball

Spectra’s Role
- Pre-Opening
- Management

Managed Since
2012

Opened
2012

Construction Cost
$71.2 Million Renovation

Architect
BBB Architects/Stadium Consultants International

Notable Events
- Opened August 2012
- Lights On Ceremony to officially open the building
- NHLPA RBC Play Hockey Charity Challenge
- Ontario Liberal Leadership Convention
- Wilson Cup Final Four men’s basketball championship
- Grand Slam of Curling Players’ Championship
- Jack Donahue International Classic featuring Team Canada versus team Jamaica
- Haggar Hockey Hall of Fame Legends Classic
- UFC 152 Weigh Ins

Achievements
- William Greer Architectural Conservation and Craftmanship Award presented by Heritage Toronto
- 2013 President’s Award presented jointly by Tourism Toronto and the Greater Toronto Hotel Association. The President’s award recognizes an organization from outside the tourism sector that helps raise Toronto’s profile and enhance the experience for visitors.
- The Mattamy Athletic Centre was named one of ESPN’s top 10 most historic North American Stadiums
- 2012 Consulting Engineers of Ontario Award
- The 2012 Paul Oberman Award for Adaptive Reuse
- Heritage Toronto Award of Merit
- Toronto Urban Design Award
- 2012 Golden Trowel
- 2012 Consulting Engineers of Ontario Award
- 2012 Specialty Concrete Applications – Ontario Concrete Awards
- Grand Opening Events (11 in 4 days)
- Exceeded Booking Expectations
- Exceeded annual revenue budget by 6%, even though we were only open for 8 of the 12 months of operation
- Achieved a 14.3% positive variance on expenses vs. budget

Client Reference: Ivan Joseph, Director of Athletics | Ryerson University
350 Victoria St., Toronto, ON M5B2K3 | Tel.: 416.598.5089 | joseph@ryerson.ca
Achievements

- Mullins Center 20th Anniversary Celebration which included Celtic Woman and Blue Man Group
- Lady Antebellum and Eric Church sold over 9,000 tickets
- Tiesto was the largest Electric Dance Music concert in venue history with over 5,800 attendees
- Bassnectar sold over 3,000 tickets
- Mullins Center Ice Rink voted “Best Rink in the Pioneer Valley” by Valley Advocate Reader’s Poll

Fiscal Year 2013 Results:
- Number of Event: 158
- Attendance: 250,144
- Increased the number of event by 18 from the previous year
- Decreased expenses by $65,676
- Increased total event revenue by $80,454
- Increased ancillary income by $7,724
- Reduced operating budget deficit by $55,939

Notable Events

- Eric Church
- Celtic Woman
- Blue Man Group
- Tiesto
- Lady Antebellum
- Further
- Bob Dylan
- J. Cole
- Bassnectar
- Cirque du Soleil
- Avicii
- Miranda Lambert
- Phish
- Jeff Dunham

Venue Description
Seating Capacities:
- Basketball - 9,493
- Hockey - 8,389
- Theatrical - 3,510
- Endstage - 8,532
- Centerstage - 10,413
- Circus - 8,853
- Commencement - 10,177
- Ice Show - 7,806
- Gymnastics - 9,121
- Banquet - 954
- Exhibition - 100 Booths

Market Size
- DMA: Springfield/Holyoke
- DMA Rank: 114
- Population: 827,244 (Compilation of Hampden, Hampshire, Franklin, and Berkshire Counties)

Major Tenants
- UMass Ice Hockey, NCAA D-I, Hockey East Conference
- UMass Men’s & Women’s Basketball, A-10 Conference, NCAA D-I

Spectra’s Role
- Management

Managed Since
2004

Opened
1993

Construction Cost
$50 Million

Architect
Cambridge Seven Associates, Inc.

Client Reference: Ruth Yanka, Executive Director, Administration & Finance Operations | UMass Amherst
340 Whitmore Building, 181 President’s Drive | Amherst, MA 01003 | Tel: 413.545.1581 | ryanka@admin.umass.edu
PPL Center
Allentown, Pennsylvania
www.pplcenter.com

Venue Description
- 10,000-seat concert capacity
- 8,500-seat hockey capacity

Market Size
- City Population: 118,974
- County Population: 355,245
- Lehigh Valley Population: 821,623

Major Tenants
- Lehigh Valley Phantoms (AHL Eastern Division)
- Lehigh Valley Steelhawks (IFL)

Spectra’s Role
- Pre-Opening
- Venue Management
- In-house Corporate Partnership and Premium Seating Sales
- Food and Beverage by Spectra Food Services & Hospitality
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2012

Opened
September 2014

Construction Cost
$177 million

Notable Events
- The Eagles
- James Taylor
- Hall & Oates
- WWE
- Neil Diamond
- Nickleback
- Disney on Ice
- Ringling Bros. and Barnum & Bailey Circus
- Villanova vs. Lehigh NCAA DI Basketball
- Judas Priest

Achievements
- Opened September 2014
- Among four nominees for Pollstar’s Best New Major Concert Venue

Client Reference: Jim Brooks | Brooks Group Sports
1196 Linden Vue Drive | Canonsburg, PA 15317 | 610-844-8372 | JBrooks@brooksgroupsports.com
Achievements

Celebrated both venues’ 10 Year Anniversaries (Hosted nearly 1,100 events while welcoming over 2 million people through the Ryan Center doors since 2002)

In FY 2012, surpassed the budget by $227,900 for the Ryan Center and $47,673 for Boss Ice Arena. Brought in Subway as the official concessionaire of Boss Ice Arena

Increase of 2,413 Facebook followers and 1,389 Twitter followers since 2011

Installed new concourse lighting has reduced power usage increasing life span of lamps by 50% and decreasing energy output by 40%

Surpassed budgeted financial performance in 3 of the past 4 fiscal years

Generated an increase of $15,000 in suite revenue over the past two seasons

Working with URI, facilitated over $2.1 million worth of capital improvements since 2005

Installation of new LED Inner-Arena lighting is projected to save the University approximately $3 Million in acquisition and total costs over a 5 year span

Notable Events

Kip Moore (sold out)
Eli Young Band
Bob Dylan
Bellator Fighting Championships
Hosted over 24,000 patrons for High School and University Graduations in 2013
Justin Moore
Life In Color
Rhode Island Interscholastic League Basketball Championships
Jim Gaffigan Family Weekend - Comedian, best selling comedy show since 2008 and sold out of luxury suites and VIP parking

Venue Description

Ryan Center
- 7,800 Seat Multi-Purpose Venue at University of Rhode Island
- 6,000 Full House Concert
- 4,000 Half House Concert
- 4,600-seat Theatre Configuration
- 1,120 Club Seats
- 3 Hospitality Areas with 75-135 capacity

Boss Ice Arena
- 2,500 Seat NHL Regulation Size Ice Surface (200’ x 85’)

Market Size
- DMA: Providence/New Bedford: 1,374,300
- Rank is 53rd in Nation
- SMA: Providence: 1.34 million; rank is 41st in Nation
- RI Population: 1,053,209

Major Tenants
- URI Men’s and Women’s Basketball Division I (Atlantic 10)
- URI Intramural hockey league

Spectra’s Role
- Pre-Opening
- Management
- Ticketing by Spectra Ticketing & Fan Engagement
- Ticketing for URI Men’s and Women’s Basketball, URI Football
- Ticketing and Marketing for Edwards Auditorium Events

Managed Since
2002

Opened
2002

Construction Cost
$54 Million

Architect
Populous

Client Reference: Liliana Costa, Assistant to VP, Administration & Finance | University of Rhode Island
Admin Bldg, Rm 108, 75 Lower College Rd., Kingston, RI 02881 | Tel.: 401.874.7440 | Fax: 401.874.2313 | liliana@uri.edu
Venue Description
- 7,500 seat multipurpose arena
- Nicknamed Mid-America’s Meeting Place, the Salina Bicentennial Center provides central Kansas a place to meet, play, and experience events that enhance living in and visiting the City of Salina

Heritage Hall
- Recently underwent a $2 million dollar renovation
- An exhibition hall that offers 18,000 square feet of column-free space that can be halved or quartered
- 18,360 Square Feet (120’ x 153’)
- 2,000 Person Capacity with Stage
- 8 Meeting Rooms

Market Size
- Salina: 60,000
- Kansas City, Kansas – Missouri DMAs ranked 31st in the country

Major Tenants
- Salina Bombers (CPIFL, Champions Professional Indoor Football League)
- Salina Sirens Roller Derby

Spectra’s Role
- Management
- In-House Food and Beverage
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2012

Opened
1979

Achievements
- Hosted 209 events in 2013 increasing attendance by 30% from the previous year
- Alan Jackson – 4,124 tickets for $201,357 – highest grossing event in venue history
- 2014 Toughest Monster Trucks 4,500+ in attendance over two shows – first time Monster trucks returned to the Bicentennial Center in seven years
- March 2014 - best monthly attendance drawing 49,720 patrons
- Submission and approval of Capital Improvement Plan, $10.1 million in renovations, updates and revenue generating projects for the Bicentennial Center

Notable Events
- Darius Rucker (sold out)
- Alan Jackson
- Theresa Caputo Live
- Mannheim Steamroller
- Celtic Thunder
- Disney Live
- Harlem Globetrotters
- Joan Sebastian
- Toughest Monster Trucks
- Professional Rough Stock

Client Reference: Dion Louthan, Director of Parks & Recreation | City of Salina
300 W Ash | Salina, KS 67402 | Tel.: 785.309.5765 | dion.louthan@salina.org
Santa Ana Star Center
Rio Rancho, New Mexico

Venue Description
- 7,283-seat multi-purpose arena
- Half house seating capacity of 3,000
- 31 suites
- 2 VIP lounges
- 1 Meeting room
- 18 administration offices
- 165,000 sq. ft. of extended Floor space

Market Size
- DMA Rank: 47
- DMA Population: 691,450
- SMA Rank: 68
- Rio Rancho: 87,521
- Sandoval County: 131,561

Major Tenants
- New Mexico Stars (LSFL)

Spectra’s Role
- Management
- Food and Beverage by Spectra Food Services & Hospitality
- Commercial rights by In-house Corporate Partnership Sales
- Marketing
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2009

Opened
2006

Construction Cost
$47 Million

Architect

Notable Events
- Carrie Underwood
- Jeff Dunham
- Cirque du Soleil
- Harlem Globetrotters
- Jake Owen

Achievements
- In Fiscal Year 2013, hosted 93 Events with a total attendance of 238,306
- Added Spectra Food Services & Hospitality Food Services’ “Everything’s Fresh” concepts to concession stands
- Harlem Globetrotters “Money Ball” award for venue attendance and gross box office sales record during their event
- Sold out performances of Walking with Dinosaurs, which broke the single event attendance record at the Santa Ana Star Center
- Sold Out Carrie Underwood in under 5 hours
- Regular host to Cirque du Soleil, Sesame Street Live, Feld Entertainment, Monster Trucks, Rodeo, Globetrotters, Jeff Dunham and the New Mexico High School State Championships for Volleyball, Wrestling, and Basketball

Client Reference: Matt Geisel, Manager | Rio Rancho CVB
3001 Civic Center Circle, NE | Rio Rancho, NM 87144 | Tel.: 505.891.7339 | mgeisel@ci.rio-rancho.nm.us
Venue Description
- 10,500 seat arena
- 252,000 square feet
- 43 private viewing suites
- 22 lower level semi private suites
- 2 lower level private suites available for event rental
- 1,000 club seats

Market Size
- DMA: #3 with a population over 7.7 million
- MSA: #3 with a population over 8 million
- Village of Hoffman Estates population: 51,895
- Cook County population: 5,194,675

Spectra’s Role
- Management
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2010

Opened
2006

Construction Cost
$80 Million

Architect
Walsh Bishop Associates

Notable Events
- Big Ten Women’s Basketball Championship
- USA Gymnastics
- Florida Georgia Line (sold out)
- Hillsong United (sold out)
- Winter Jam (sold out)
- TobyMac
- TNA Live Broadcast (sold out)

Achievements
- Developed business from 13 new promoters in 2013 alone
- Marketed and coordinated music content for client’s July 4th festival, which attracted 40,000 visitors
- Achieved record level of business from Hispanic and Indian events
- Renegotiated concessionaire agreement, increasing commission by 5%

Improvements over prior fiscal year:
- Generated $20,000 more in event income
- Generated $50,000 more revenue from new business
- Generated $10,000 more in ad sales
- Exceeded budget by $150,000
- Generated $650,000 from new business
- Record revenue from ethnic events
- Record revenue from religious events

Client Reference: Mark Koplin, Assistant Village Manager | Village of Hoffman Estates
1900 Hassell Road | Hoffman Estates, IL 60169 | Tel.: 847.781.2661 | Fax: 847.781.2679 | mark.koplin@hoffmanestates.org
Venue Description

South Okanagan Event Centre
- 6,500-seat capacity for concerts, shows and other events
- 5,100 for hockey and ice events
- 500 premium club seats
- 24 private luxury suites
- 2 hospitality suites
- Olympic-size ice sheet
- Home of the British Columbia Hockey Hall of Fame
- 160-seat Vault Restaurant and Grill
- Indoor Walking Track

Penticton Memorial Arena
- 2,500-seat arena (bleachers)
- Home of the “Hockey Wall of Fame”

Penticton Trade & Convention Centre
- 60,000 sq. ft.
- Renovated 29,100 sq. ft. ballroom

OHS Training Centre
- 400-seat ice facility

Market Size
- City of Penticton: 31,909,
- Greater Penticton: 43,313
- Regional District of Okanagan/Similkameen: 79,475

Major Tenants
- Penticton Vees Hockey (BCHL)
- Okanagan Hockey School

Spectra’s Role
- Pre-Opening Management
- In-house Food and Beverage Services
- In-House Commercial Rights and Corporate Sales
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2008

Opened
2008

Construction Cost

Notable Events
- Motley Crue
- Eric Church
- Brad Paisley
- Alan Jackson
- Mamma Mia
- Celtic Thunder
- Cirque du Soleil
- Dwight Yoakum
- Harlem Globetrotters
- BB King
- John Mellencamp
- Cesar Millan
- Cesar Millan
- John Fogerty

Achievements
- Spectra - 2012 Business of the Year, Penticton and Wine Country Chamber of Commerce
- Number Three arena venue in Canada (5,000 or less capacity) for “2014 Top Stops” by Venues Today.
- Hosted 1,542 events, bringing over 1.52 million people through the doors of SOEC Complex since 2007. Generating over $59.9 million in gross revenue.
- Surpassed budgeted financial performance each fiscal year since 2010.
- Reduced operating deficit by $1.01 million since opening in 2008.

Economic Impact Study for 12-month period from September 1, 2011 to August 30, 2012:
- Direct Spending = $23.9 million
- Total economic activity = $33.9 million
- Creation of 368 FTE jobs
- Generation of $2 million in tax revenue

Client Reference: Chuck Loewen, Contract Administrator/GM Parks & Recreation | City of Penticton
171 Main Street | Penticton, BC V2A 5A9 | Tel.: 250.490.2445 | chuck.loewen@penticton.ca
### Venue Description
- 7,500 fixed seats - up to 10,000 seats total
- Full curtailing system for theater set up with 3,000 seat capacity
- 1,150-seat private club seats as well as 34 private luxury suites
- Pub/Craft Beer Vault

### Meeting room space:
- Theatre setting accommodates 500 to 3,000 people
- Executive Board Room holds 12-15 people
- East Club accommodates 80 to 100 people
- West Club holds events for 80 to 100 people

### Market Size
- DMA #4 - Philadelphia
- Mercer County: 366,000
- City of Trenton: 85,000

### Major Tenants
- Trenton Freedom (PIFL)

### Spectra’s Role
- Pre-Opening
- Management
- Food and Beverage by Spectra Food Services & Hospitality
- Commercial rights by In-house Corporate Partnership Sales
- Ticketing by Spectra Ticketing & Fan Engagement

### Managed Since
- 1999

### Opened
- 1999

### Construction Cost
- $53 Million

### Notable Events
- Advance Auto Parts Monster Jam
- Disney On Ice Presents Worlds of Fantasy
- Harlem Globetrotters
- Buddy Valastro: The Cake Boss
- Bruce Springsteen Rehearsals for 10 days prior to the launch of Wrecking Ball Tour
- Sonu Nigam Concert w/ Symphony Orchestra
- Theresa Caputo Live!
- U.S. Chamber of Commerce “Hiring Our Heroes”
- Shreya Goshal Concert
- WWE Road to Wrestlemania
- Mercer County Improvement Authority’s Touch-A-Truck
- The Story Tour: A Christmas Celebration featuring Casting Crowns
- Michael Jackson The Immortal Tour by Cirque du Soleil

### Achievements
- Ranked #18 in Venue Today’s “Top Stops Of The Decade” in the 5,001-10,000 category.
- Harlem Globetrotters’ “Money Ball” for the third time in four years and a “Gold Money Ball” for breaking turnstile records in back-to-back years.
- Rebranded Pub as Craft Beer Vault and saw increase of 32% in per caps
- The 2013 fiscal year exceeded building budget by just under $18,000, which was more than double the prior year’s achievement.
- MIDJersey Chamber of Commerce.”Good Neighbor Award”.
- Disney Live played 4 shows and gross sales were up 396% from prior show, highest grossing Disney Live engagement in arena’s history.
- Sold out WWE LIVE The Road to WrestleMania was the highest grossing WWE event in the 15 year history of the venue.
- 94.5 PST’s PopFest 2013 Featuring Carly Rae Jepsen, Cher Lloyd, Jason Derulo, Hot Chelle Rae & Emblem3 was our first radio show with PST in several years. We increased gross sales by 54% from our last PST show.
- Sold Out the Rockstar Energy Presents A Day to Remember Concert Featuring A Day to Remember, Pierce the Veil, and The Wonder Years.
- Successfully launched a Kids Club Presented by NJEA.
- Partnered with the Mercer County Improvement Authority and Feld Entertainment to provide special “Community Value” passes to families in Mercer County.

### Client Reference:
Phil Miller, Executive Director | Mercer County Improvement Authority
80 Hamilton Avenue | Trenton, NJ 08611 | Tel.: 609.278.8080 | Fax: 609.695.1452 | pmiller@mercercounty.org
Notable Events

- US Senate Debate
- Disney Live! Phineas and Ferb
- Colonial Classic
- Bob Dylan
- Third Day
- Fall Out Boy
- An Evening with Stephen Kind (sold out)
- Verge Campus Tour: Steve Aoki and Kendrick Lamar (sold out)
- Spring Fever Tour: All Time Low and Pierce Veil (sold out)
- Boston Suburban Home Show
- High school wrestling tournaments
- Massachusetts Interscholastic Athletic Association Hockey and Basketball

Achievements

- Four new club suites and a new press box were added to enhance premium seating options
- Installed fall protection system over rigging grid which has eliminated the need for the use of bucket lifts to load in shows, which will result in not only time savings, but also monetary savings as the lifts will no longer need to be rented. Allows 6 riggers in the steel making load-in and load-out time faster. For a recent event, 38 points of production were hung for a show in less than 4 hours.
- Hosted 146 events in 2012-13, which was 21 events better than projected
- For the third straight year we saw over 225,00 fans come through our gates
- We increased ice rentals by over 65% from 2012 to 2013, creating a $158,825 revenue stream for the building which is $54,000 increase compared to budget
- Exceeded budget saving measures by over $175,000

Client Reference: Peter Casey, Deputy Athletic Director | University of Massachusetts Lowell
One University Drive, Lowell, MA 01854 | Tel: 978.934.5712 | Fax: 978.934.5714 | peter_casey@uml.edu
Venue Description
- 10,500 seat USF Sun Dome
- 1,000 seat Corral Gymnasium
- 10 loge suites, Arena Club, Hardwood Club, Student Club
- New center hung scoreboard, 4 corner video boards and two ribbon boards
- All new locker rooms, performers’ dressing rooms and loading dock area
- Completely renovated in 2011, equipped with state-of-the-art amenities including new audio and visual, an all new concourse, a rigging grid with overall 90,000 lb. capacity, a new ticketing office, new locker rooms, dressing rooms, and sport lighting.

Market Size
- DMA Rank: 15
- DMA Population: 4.37 million - Tampa, St. Petersburg, Sarasota

Major Tenants
- USF Men’s and Women’s Basketball
- USF Women’s Volleyball
- Big East, Division I

Spectra’s Role
- Renovation/Re-Opening Oversight
- Management

Managed Since
2011

Opened
1981/ Re-opened 2012

Renovation Cost
$40 Million

Architect
Populous

Notable Events
- Elton John
- Florence + the Machine
- Wiz Khalifa
- Imagine Dragons
- Fall Out Boy
- The Lumineers
- Macklemore & Ryan Lewis
- Harlem Globetrotters
- Sesame Street Live
- Chris Tomlin
- Tobymac
- Casting Crowns
- Avett Brothers
- Charlie Wilson

Achievements
- In the June 2013 issue of Venues Today, the USF Sun Dome was ranked #2 in the state of Florida for mid-sized arenas as it related to annual concerts, attendance, and gross ticket sales.
- In the November 2013 issue of Venues Today, the USF Sun Dome was ranked #13 internationally for mid-sized arenas as it related to concerts, attendance, and gross ticket sales in the previous month.
- FY 2012/2013 was the first year that Spectra operated the USF Sun Dome. We are expecting that our FY 13/14 concerts, ticket sales and bottom line will all be improvements over FY 12/13.
- The Elton John Grand Opening concert set the record for the most tickets sold and highest grossing single event in the Sun Dome’s 32-year history.
- Exceeded FY 12/13 budget by $250,000.
### Achievements

- **Addition of Cure Insurance Club,** the largest bar inside any sporting arena in the United States. Features food and drink areas, live entertainment on two stages, a state-of-the-art audio system and the ability to view sporting events on twenty eight (28) 45” high definition LCD screens, six (6) 35” monitors while being only a few steps from the live action in the main venue.
- The first arena in the United States to install a 360-degree ANC LED signage system. Provides more value to corporate partners and has a dramatic effect on the overall appearance of the arena, as well as event presentation.
- Co-promote annual radio shows for over 30 years with sellouts nearly every year: **PowerHouse, Springball, Jingleball.**

### Notable Events

<table>
<thead>
<tr>
<th>Major Events</th>
<th>Recent Concerts</th>
</tr>
</thead>
<tbody>
<tr>
<td>NHL Stanley Cup Finals</td>
<td>Justin Timberlake</td>
</tr>
<tr>
<td>NBA Finals</td>
<td>Bon Jovi</td>
</tr>
<tr>
<td>NBA All-Star Game</td>
<td>Beyonce &amp; Jay Z</td>
</tr>
<tr>
<td>Republican National Convention</td>
<td>Pearl Jam</td>
</tr>
<tr>
<td>NCAA Regionals</td>
<td>Rolling Stones</td>
</tr>
<tr>
<td>NCAA Final Four</td>
<td>Black Keys</td>
</tr>
<tr>
<td>NCAA Wrestling Championship</td>
<td>Eagles</td>
</tr>
<tr>
<td>US Figure Skating Championships</td>
<td>Barbra Streisand</td>
</tr>
<tr>
<td>X-Games</td>
<td>Lady Gaga</td>
</tr>
<tr>
<td>World Cup of Hockey</td>
<td>Elton John</td>
</tr>
<tr>
<td>US Olympic Gymnastics Trials</td>
<td>George Strait</td>
</tr>
<tr>
<td></td>
<td>Pink</td>
</tr>
<tr>
<td></td>
<td>NHL Draft 2014</td>
</tr>
</tbody>
</table>

### Market Size

- Philadelphia area: 6 Million
- DMA Rank: 4

### Major Tenants

- Philadelphia Flyers (NHL)
- Philadelphia 76ers (NBA)
- Philadelphia Wings (NLL)
- Philadelphia Soul (AFL)
- Villanova Men’s Basketball (NCAA)

### Spectra’s Role

- Pre-Opening
- Management
- Ticketing by ComcastTix (Spectra Ticketing & Fan Engagement)

### Managed Since

- 1996

### Opened

- 1996

### Construction Cost

- $210 Million

### Architect

- Ellerbe Becket
WFCU Centre
Windsor, Ontario, Canada
www.WECU-Centre.com

Venue Description
- 7,000-seat arena
- Theatre Configuration - 3,200 seats
- 300,000 sq. ft. complex
- Restaurant with main bowl view
- Crown Royal lounge VIP area with full bar service
- 31 luxury suite (16 seats) and two party suites (30-40 seats)
- 700 club seats
- 8 meeting rooms
- Wedding reception space
- 31 Luxury Suites with separate and exclusive access and concourse
- Exclusive home team locker room facilities with adjacent home team and arena operation offices
- Attached community centre with three community pads, two gymnasiums, wedding reception centre, and multiple meeting rooms
- 1,800 plus parking spaces

Market Size
- Windsor, Ontario population: 210,000
- Essex county population: 320,000

Major Tenants
- Windsor Spitfires (OHL)
- Windsor Express (NBL)

Spectra’s Role
- Pre-Opening
- Management
- Food and Beverage by Spectra Food Services & Hospitality
- Commercial rights by In-house Corporate Partnership Sales
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2008

Opened
2008

Construction Cost
$71 Million

Architect
BBB Architects

Client Reference: Ray Mensour, General Manager, WFCU & Arenas | City of Windsor
8787 McHugh St | Windsor, ON, N8S 0A1 | Tel.: 519.974.7979 ext 4617 | Fax: 519.974.5823 | rmensour@city.windsor.on.ca
Achievements

- Wolstein Center made Venues Today’s “Top Stops” in the Midwest list. The building ranked number 10 on the list based on concert and event grosses. The report listed that as a 15,000 seat venue, the total gross was $911,288, with 7 major shows and an attendance of 13,854.
- Improvement in group sales department numbers for multiple shows.
- Sales department worked with Ovations to create a new dinner package idea for Jeff Dunham, greatly outsold expectations.
- Greatly reduced indirect expenses over the course of the year.

Notable Events

- Neil Young
- Jeff Dunham
- WWE Smackdown
- Winter Jam
- Nine Inch Nails
- Fall Out Boy
- Alpha Chi Omega Formal Dance - Case Western
- Glazers Holiday Party
- Goodwill Job Fair
- Hiring Our Heroes - CC Veterans Service
- Dollar Bank - Mortgages for Mothers

Venue Description

Wolstein Center
- Show Capacity from 3,700 to 14,300
- One Arena Suite seats 10
- One Club Lounge seats 100
- 300,000 sq. ft

Conference Pavilion
- 14,000 sq. ft. exhibit space

Market Size
- City: 396,815
- Metro: 2,250,871
- DMA Rank: 17

Major Tenants
- Cleveland State Vikings Men’s and Women’s Basketball (Horizon League - Division I)

Spectra’s Role
- Management
- Food and Beverage by Ovations Food Services
- Ticketing by Paciolan

Managed Since
2010

Opened
1991

Construction Cost

Client Reference: Clare Rahm, Assistant Vice President for Campus Support Services | Cleveland State University
2121 Euclid Avenue - AC 204 | Cleveland, OH 44115 | Tel.: 216.687.3643 | Fax: 216.687.5444 | c.rahm@csuohio.edu
Venue Description
- 16,500-seat arena
- Half House Capacity: 8,300
- Full House Capacity: 16,230
- Suites: 42
- Club Seats: 312

Exhibit Hall
- West Exhibition Hall: 32,775
- East Exhibition Hall: 20,000
- Assembly Hall: 16,080
- Total Exhibition Center: 64,000

Market Size
- DMA Rank #31
- DMA Population 2.7 million
- City of Hartford population: 124,893
- Hartford County population: 897,259

Major Tenants
- Hartford Wolf Pack (AHL)
- NCAA University of Connecticut
  Mens and Womens Basketball
- NCAA University of Connecticut
  Mens Ice Hockey

Spectra’s Role
- Management
- Food and Beverage by Spectra
- Food Services & Hospitality
- Commercial rights by In-house
  Corporate Partnership Sales
  Marketing
- Ticketing by Spectra Ticketing &
  Fan Engagement

Managed Since
2013

Opened
1978

Construction Cost
$30 Million
$35 Million renovation over the next

Notable Events
- Justin Bieber
- P&G Gymnastic Championships
- Pearl Jam
- Phish
- Justin Timberlake

Achievements
- Awarded Management Agreement July 2013

Client Reference: Michael Freimuth, Executive Director | CRDA
100 Columbus Blvd. | Hartford, CT 06103 | Tel.: 860.493.2903 | mfreimuth@crdact.net
**Venue Description**
- Main Arena: 8,300 seats for hockey, 10,000 for concerts
- Edward D. Hansen Conference Center, 11,385 sq. ft. ballroom, 2 x 875 sq. ft. meeting rooms, executive boardroom
- XFINITY Community Ice Rink, NHL regulation size ice surface, 200-seat capacity

**Market Size**
- DMA: 4,713,015
- MSA: 3,381,567
- #13 media market in the US
- Everett population: 105,000
- Snohomish County: 733,000
- Metro Seattle market: Over 3 Million

**Major Tenants**
- Everett Silvertips, WHL, US Division

**Spectra’s Role**
- Pre-Opening
- Management
- Ticketing by Spectra Ticketing & Fan Engagement

**Managed Since**
2003

**Opened**
2003

**Construction Cost**
$54 Million

**Architect**
LMN

**Notable Events**
- Festival of Trees fundraiser for the Providence Hospital
- Endurocross - extreme motorcycle event (sold out)
- Ringling Bros. and Barnum & Bailey Circus
- Disney on Ice
- Jingle Ball 2013
- Disney Live

**Achievements**
- Disney On Ice 2013 set a record for that event over the 10 year building history. Group sales numbers were also higher than any other Disney On Ice show the building had hosted.
- Ringling Bros. and Barnum & Bailey Circus achieved highest numbers in years.
- The 2013 Circus beat the 2012 gross sales by 48%
- Overall 2013 budget beat 2012 budget by approximately $40,000
Venue Description
Atlantic City Convention Center
- 500,000 contiguous square feet of space
- Occupies a site of nearly 31 acres, making it one of the East Coast’s largest Convention Centers
- 5 spacious exhibit halls located on the building’s second level
- 45 meeting rooms available that total 109,100 square feet
- Connected to Atlantic City Rail Terminal with easy access to Philadelphia
- Connected via air bridge to Sheraton Hotel

Boardwalk Hall
- 10,500 seat-capacity arena
- 7,676 permanent seats
- 432 Club Seats
- 3,500 telescopic seats
- 2,200 floor seats that can be arranged for specific seating configurations
- 23,000 square foot ballroom, located on the mezzanine overlooking the ocean
- Ballroom capacity of 3,200

Market Size
- Atlantic City: 40,000
- Atlantic City–Hammonton Metropolitan Statistical Area: 275,000

Spectra’s Role
- Management
- Venue Food and Beverage by Spectra Food Services & Hospitality
- In-house Corporate Partnership Sales

Managed Since
2014

Opened
1997 - Atlantic City Convention Center
1929 - Boardwalk Hall

Notable Events
- Atlantic City Classic Car Show
- Atlantic City Boat Show
- Northeast Pool and Spa Show
- New Jersey Education Association Annual Meeting/Exhibition
- Marc Anthony
- Luke Bryan
- Kanye West
- Jason Aldean
- Mother’s Day Music Festival
- Lady Gaga
- Harlem Globetrotters
- WWE
- Ringling Bros. and Barnum & Bailey Circus

Achievements
- Awarded management agreement January 2014
- Successful new competitive partnerships with all 9 labor unions at both facilities
- Full website redesign of www.BoardwalkHall.com, providing a more modern new state-of-the-art site
- In conjunction with the CRDA, development, approval, and launch of an important 5-year capital improvement campaign for both facilities with an investment in excess of $50 million
- Close involvement with the CRDA in securing an industry leading event sponsorship at Boardwalk Hall with Live Nation Concerts

Client Reference: Gary Musich, Vice President, Convention Sales | Atlantic City Convention & Visitors Authority
2314 Pacific Ave. | Atlantic City, NJ 08401 | Tel. 609.449.7110 | Fax 609.345.3685 | gmusich@accva.com
Venue Description
- 30,000 sq. ft. total
- 11,325 sq. ft. divisible Enchantment Ballroom
- 5,000 sq. ft. outdoor plaza
- 4,000 sq. ft. divisible meeting rooms
- 3,000 sq. ft. pre-function space
- In-House Food and Beverage
- In-House Audio-Visual

Market Size
- DMA: 131 - Amarillo, TX
- City population: 37,000
- County: 48,000

Spectra’s Role
- Pre-Opening
- Management
- In-House Food and Beverage

Managed Since
2006

Opened
2006

Construction Cost
$6 Million

Architect
Dekker/Perich/Sabatini Architects

Notable Events
- New Mexico Association of Counties Annual Conference
- New Mexico United Methodists’ Annual Conference
- Big Daddy Weave Concert - The Redeemed Tour with Chris August
- First Annual Pure Energy Expo
- Latin Comedy Jam
- Annual United Dairywomen’s: Milk Lovers Ball

Achievements
- Renewed sponsorship agreement with Plateau Communications for another 5 years
- Awarded the return of the New Mexico Municipal League Conference in 2017
- 99% of clients surveyed would recommend our facility to a friend or colleague
- Exceeded budget by 25.66% in Fiscal Year 2012-13
- Achieved the best fiscal year in building’s history in Fiscal Year 2012-13

Client Reference: Joe Thomas, Clovis City Manager | City of Clovis
321 N. Connelly Street | Clovis, NM 88101 | Tel.: 575.763.9651 | jthomas@cityofclovis.org
The Conference & Event Center Niagara Falls
Niagara Falls, New York
www.CCNFNY.com

Venue Description
- 116,000 sq. ft. of space
- 32,200 sq. ft. entertainment/exhibit hall with capacity for up to 4,000 persons
- The Cascades Ballroom - 10,500 sq. ft. ballroom facility, one of the largest in Western New York
- The Cataract Room - 5,000-sq. ft., multi-purpose conference dining room
- 5,000 sq. ft. Grand Foyer
- IACC (International Association of Conference Centers) Certification
- Learning Center- 15 conference/meeting rooms with built-in multimedia equipment
- Fully-equipped business center
- Theater-style presentation space
- Fully appointed executive boardroom facilities
- Outdoor veranda along Old Falls Street, suitable for receptions, banquets, and special events
- A 10,000-sq. ft. fully appointed kitchen facility with space, staging areas, and all necessary equipment to easily cater up to 3,000 meals in a single seating

Market Size
- Niagara Falls: 55,593
- Niagara County: 219,846

Spectra’s Role
- Management

Managed Since
2009

Opened
2004

Architect
Cannon Design

Notable Events
- Graffiti International Gymnastics Competition
- NYS Public Employees Federation Meeting
- US Food Service Show
- Niagara Falls Boys & Girls Club Fundraising Dinner
- Hall of Fame
- OnStage NY Dance Competitions
- Niagara Falls Housing Authority Gala

Achievements
- Hosted 224 events during the last fiscal year and attracted over 66,000 people to the facility.
- Created a multi-skilled, highly trained staff that is focused on measurable customer service improvements. Our “How You Doin’?” customer service program, for example, increased ratings to “excellent” with scores of 4.9 out of 5.0.
- Defined a more targeted direction for our sales force, and established metrics to ensure continued success.
- Created a positive and cohesive brand identity for the City of Niagara Falls, the CCNF, and Old Falls Street.
- Attracted nearly 120,000 people to more than 1,030 events in the past five years.
- Produced more sustainable annual events, such as: New York State Parent Teacher’s Association Annual Meeting, University of Buffalo hosts the Ronald McNair Annual Convention, Mount St. Mary’s Hospital Annual Women’s Day Retreat, M&T Bank Retail and Business Banking Division(s) Quarterly Meetings, Sister’s Hospital Foundation Annual Black Tie Gala, Niagara Falls Housing Authority Annual Fundraising Dinner.
- Built and grew attendance for innovative self-promoted events, including: Run With the Rapids Annual 5k - USATF Sanctioned Run, Old Falls Street’s German Heritage Oktoberfest Festival.

Client Reference: Christopher Schoepflin, President | USA Niagara Development Corp.
222 First Street, Seventh Floor | Niagara Falls, NY 14303 | Tel: 716.284.2556 | cschoepflin@esd.ny.gov
Venue Description
- 750,000 total sq. ft.
- 196,800 sq. ft. of continuous exhibition space
- 38,962 sq. ft. grand ballroom (The largest in the Midwest)
- 17,472 square foot junior ballroom
- 100,000 sq. ft. of meeting space (can be subdivided into 37 meeting rooms)
- 3 Exhibit Floors adding to 196,000 sq. ft. of continuous exhibit space.
- Street access to all three halls
- 17 dock spaces

Market Size
- 2.2 Million
- DMA Rank #21
- City population: 330,000
- Hamilton County population: 1.7 million

Spectra's Role
- Management
- Food and Beverage by Spectra Food Services & Hospitality

Managed Since
2006

Opened
1967
Renovated 2006

Notable Events
- National Urban League
- International Association of Fire Fighters
- MLB All-Star Game - FanFest
- American Legion
- Travel, Sport & Boat Show
- Cavalcade of Customs
- The Auto Expo
- Home & Garden Show
- Cincinnati Insurance
- Intl. Fraternal Order of Police
- Toastmasters International
- Pure Romance Annual Meeting
- USGA Jr. Olympics
- LEGO Kids Fest
- Education Testing Systems
- Antiques Road Show
- Obama for America
- Bible Study Fellowship
- RedsFest
- Midwest Home School
- Railway Systems Suppliers
- Proctor & Gamble - CBD Customer Pillar Meeting

Achievements
- 2012 Facilities & Destination’s Prime Site Award
- DECC organized the Queen City Blood Drive, nationally recognized as the “Most Creative Blood Drive” by America’s Blood Center organization.
- In partnership with Give Back Cincinnati, the DECC hosted and organized Fall Feast, the largest ever Thanksgiving Day event in the Cincinnati region with over 8,000 meals distributed.
- Overall customer service survey score was 4.54 on 5 pt. scale with 89% of events returning their surveys.
- 2012 was the second best year on record for revenue at $13,381,386 and set the record for attendance at 905,025.
- The DECC/Spectra is incentivized by hotel rooms booked by our CincinnatiUSA CVB. The Center staff have assisted the local CVB to make at least 90% of their goal for all reporting periods since managing the Center in July of 2006.
- The Spectra team has exceeded budget in all 8 reporting periods since we started managing the Center.
Venue Description
- 44,000 sq. ft. venue
- 33,250 sq. ft. exhibit space
- Grand Ballroom: 15,923 sq. ft.
- Junior Ballroom: 12,596 sq. ft.
- Meeting Rooms: 3,854 sq. ft.
- Board Rooms: 2 rooms totaling 877 sq. ft.
- Part of the Durham Civic Center Complex which also includes:
  - Durham Armory
  - Durham Arts Council Building
  - Carolina Theatre
  - Durham Marriott at the Convention Center (189 rooms)

Market Size
- Durham Population: 225,000
- County: 270,000
- Part of the Raleigh/Durham/Fayetteville DMA with 1,107,820 households
- DMA Rank: 26

Spectra’s Role
- Management
- In-House Food and Beverage

Managed Since
2011

Opened
1985

Construction Cost
$6.9 Million

Architect
Heery

Notable Events
- Duke Hospital - Teddy Bear Ball
- Duke Friends of Nursing Ball
- Debutante Ball
- Project Graduation
- Burt’s Bees Holiday Gala

Achievements
- Reduced subsidy year over year from $1.3 million to $300,000 in year one and to $104,000 in second year of operation
- Named by Conventions South magazine as top rated facility for trade and consumer shows in the South

Fiscal Year 2013 Results:
- Increased gross revenues by $700,000 year over year
- Increased customer survey scores from 4.35 to 4.47
- Reduced subsidy to the lowest in the history of the facility
- Increased food and beverage profitability year over year by 3%

Client Reference: Jina Propst, Assistant Director, Project Manager and Real Estate, City of Durham
2011 Fay Street, Durham, NC 27704 | Tel.: 919-417-5000 ext. 21284 | Email: jina.propst@durhamnc.gov
**Venue Description**
- Largest meeting and exhibition facility in Virginia
- 178,159 sq. ft. of prime exhibit hall space divisible into 4 sections
- 30,550 sq. ft. Grand Ballroom divisible into three sections
- 50,000 sq. ft. of meeting space in 36 rooms
- 13,000 sq. ft. showroom style registration hall
- The Center also includes a food court, cyber cafe, and a 250 seat lecture hall

**Market Size**
- City of Richmond Population: 205,000
- Richmond Metropolitan Area: 1,258,251

**Spectra's Role**
- Pre-Opening
- Management

**Managed Since**
2001

**Opened**
2001

**Construction Cost**
$172 Million

**Architect**
TVS

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**Notable Events**
- 32nd Annual Veterans Wheelchair Games
- Virginia Wine Expo
- 30th Annual Virginia Homeschool Convention
- Antiques Roadshow
- LEGO® Kidsfest
- Richmond Comic Con

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**Achievements**
- Record Attendance of 354,291
- Increased attendance by 48,833 visitors
- Exceeded budget by $473,098
Venue Description

Hy-Vee Hall:
- 100,000 sq. ft. of exhibit space
- Eight break-out rooms
- Nearly 24,000 sq. ft. of pre-function space
- 11 loading bays
- Drive-on access
- Business Center networked for wireless internet
- A/V services provided by preferred vendor, Markey’s Rental & Staging

Community Choice Credit Union Convention Center at the Veterans Memorial:
- State’s largest Ballroom (28,000 sq. ft.) with 13,400 sq. ft. of pre-function space
- Main level of 21 flexible meeting rooms and 5,000 sq. ft. of pre-function space
- Home to Veterans Memorial Hall, a museum-quality exhibit paying tribute to Iowa Veterans

Wells Fargo Arena:
- 16,980 seat arena

Market Size
- DMA: #72
- Population of Des Moines Metro Area: 688,000

Spectra’s Role
- Pre-Opening (Arena)
- Management
- Food and Beverage by Spectra Food Services & Hospitality
- In-house Corporate Partnership Sales
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2004

Opened

Construction Cost
$217 Million/ $42.8 Million

Notable Events

Hy-Vee Hall:
- 2013 NCAA Division I Wrestling Fan Fest
- Oldsmobile Club of America Nat’l Car Show & Swap Meet
- AQS Quilt Show and Contest
- ISAA Pro Am Archery Tournament & Trade Show
- 2013 ISPA State Pool Tournament
- BRAVO Annual Fundraiser
- Iowa Pork Congress
- Iowa Power Farming Show
- Des Moines Home & Garden Show
- Iowa Deer Classic

Community Choice Credit Union Convention Center:
- 24 wedding receptions
- Multiple corporate banquets and meetings
- Numerous Iowa Associations
- Variety Club of Iowa Telethon
- Iowa Caucuses (every 4 years)
- Rodney Atkins concert
- Chow’s Gymnastics

Achievements
Fiscal Year 2013 Highlights
- Increased # of events by 15% over 2012 and attendance by 9% over 2012
- Hosted a total of 484 events, 44 more than the projected number
- Improved overall client survey score to 4.75 from 4.56 prior year
- Greater Des Moines CVB secured 48 new bookings and 37,713 new rooms as part of 110 bookings at IEC with 83,349 room nights
- Decreased subsidy by 10%
- Achieved highest gross revenues in the history of the facility - an increase of 6% over 2012 (which was a caucus year)
- Gross revenue surpassed budget by $1.4M
- Finished FY 2013 by showing a profit of $510,505 to Polk County - 2nd highest return to Polk County
- Indirect Expenses continue to be under budget with a total savings of over $42,000 in department expenses

Client Reference: Sarah Boese, Board Executive Assistant | Board of Supervisors, Polk County, Iowa
111 Court Avenue, Room 300 | Des Moines, IA 50309 | Tel. 515.286.3895 | sarah.boese@polkcountyiowa.gov
Achievements

In first year of operation, hosted 14 conventions that generated 4,281 hotel room nights for the community. This translates into over $700,000 in direct spending by attendees in local hotels, restaurants, entertainment and stores.

The building was scheduled to open at the beginning of January 2011, but we were able to open our doors on December 1, 2010 to host two events on our first evening.

Grand Opening - Spectra worked very closely with the Las Cruces Convention and Visitors Bureau to plan and execute three days of events for the Grand Opening Celebration which included a ribbon cutting, open house, gala dinner, and community open house complete with a consumer show focused on non-profits within the community.

Financial - During the past year we realigned goals and objectives within each department to ensure we were able to provide a positive variance of $81,785 as compared to budget. This takes into account cutting expenses, adjusting start dates of new employees, and working diligently to book as much business as possible.

Food and Beverage - The customer satisfaction is shown by the high rating of our food and beverage at 4.53 on a scale of 5. This figure also includes our service which we strive to ensure each and every attendee is treated special through following the principles outlined in Spectra’s “How You Doin’?” Customer Service Initiative.

Notable Events

- New Mexico Municipal League
- New Mexico State University Domenici Institute
- Paso Del Norte Group
- Mesilla Valley Outdoor Expo (Self Produced)
- New Mexico School Nutrition Association (2014)

Venue Description

- 14,500 sq. ft. Exhibit Hall
- 2,800 sq. ft. Meeting Rooms
- 8,900 sq. ft. Ballroom
- 5,000 sq. ft. Outdoor Event Space
- 8,500 sq. ft. of indoor pre-function space
- Complimentary Wi-Fi Access
- In-House Culinary Services
- Located adjacent to the campus of New Mexico State University
- LEED certified

Market Size

- Las Cruces: 100,000
- Dona Ana County: 215,000

Spectra’s Role

- Pre-Opening
- Management
- In-House Food and Beverage
- Commercial rights by In-house Corporate Partnership Sales

Managed Since

2008

Opened

2010

Client Reference: Philip San Filippo, Las Cruces Convention & Visitors Bureau
211 North Water St. | Las Cruces, NM 88001 | Tel.: 575.541.2166 | psfilippo@las-cruces.org
Miami Beach Convention Center
Miami Beach, Florida

Venue Description
- 502,000 sq. ft. of exhibition space
- 4 exhibit halls
- 70 meeting rooms totaling 125,910 gross sq. ft.
- Flamingo Ballroom 1 &2: 7,935 total gross sq. ft.
- Flamingo Ballroom 3&4: 12,528 total gross sq. ft.
- Palm Ballroom: 21,252 total gross sq. ft.
- 4 Ballrooms
- 100,000 sq. ft. pre-function space

Market Size
- City of Miami Beach: 87,993
- Miami-Dade County: 2,496,435
- Florida: 18,801,310

Spectra’s Role
- Management
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
- 2008

Opened
- 1957
- Expanded 1988

Notable Events
- TCT (Trans Cardio Vascular) Convention
- Jeweler’s International Showcase
- National Minority Supplier Development Council
- South Florida International Auto Show
- Art Basel Miami Beach
- Original Miami Beach Antique Show
- Miami International Boat Show and Strictly Sail Show
- Miami International Fashion Week
- Cruise Shipping Miami
- Aviation Week MRO Americas Conference & Exhibition
- China Sourcing
- American Statistical Association Joint Statistical Meeting
- Florida International Medical Expo
- Animalia Pet Expo
- Miami Home Design & Remodeling Show
- Miami International Auto Show
- China/India Sourcing Expo
- Swimwear
- Asia America Tradeshows

Achievements
- The Miami Beach Convention Center hosted 135 events during the last fiscal year
- Reduced operating deficit by $3.1 million
- Average increase in events: 10.47%
- Average decrease in indirect expenses 2.21%
- Exceeded budget by 100.54%

Client Reference: Max A. Sklar, Director, Tourism, Cultural, and Economic Development | City of Miami Beach
1700 Convention Center Dr. | Miami Beach, FL 33139 | Tel.: 305.673.7577 | Fax: 786.394.4560 | maxsklar@miamibeachfl.gov
Venue Description
- Corpus Christi ballroom: 16,555 sq ft
- Nueces Ballroom: 3,140 sq ft
- Kleberg Room: 1,405 sq ft
- Jim Wells Room: 1,150 sq ft
- San Patricio Room: 975 sq ft
- Aransas Room: 580 sq ft
- Out Door Plaza/Pavilion: 50,000 sq feet of ocean view

Market Size
- MSA (3 Counties) population: 410,741
- Population within one hour drive: 630,000

Spectra’s Role
- Management
- Food and Beverage by Spectra Food Services & Hospitality

Managed Since
2007

Opened
2001

Architect
Norris

Notable Events
- Ducks Unlimited Annual Fundraiser
- American Red Cross “Mash Bash”
- Incarnate Word Academy’s ‘Moonlight Masquerade’
- Corpus Christi Hispanic Chamber’s 75th Annual Gala
- “The Big Event” Eagle Ford Shale/Del Mar College

Achievements
- General Manager Featured as Young Business Professional in NSide Magazine: Corpus Christi

Fiscal Year 2012-13 Results:
- Maintained customer service ranking of 93%
- Increased Building sales by 4%
- Lowered Building Cost of Sale by 4%
- Increased Gross Profit on Sales by 1.9%
Acehments

The “2012 Best of Business Kansas City” edition of Ingram’s Magazine showcased OPCC as the GOLD AWARD winner for “Best Meeting/Conference Facility”. Since 2003, OPCC has received eleven “Best of” Awards. Ingram’s Magazine serves the states of Kansas and Missouri, and readership is among the most affluent and influential in the US, including 105,000 decision-makers, millionaires, senior staff, and C-level executives.

Highest customer service scores in our ten year history, a record-breaking 4.73 out of 5.0.

Fiscal Year 2012

- Number of events: 357
- Attendance: 290,255
- Total Event Revenue: $7,580,798
- Total Event Expenses: $2,476,526
- Total Event Income: $5,103,972
- Indirect Expenses: $4,933,272
- Total Other Revenue: $106,878
- Net Income: $277,578

Venue Description

- 254,000 sq ft complex, over 237,000 sq ft of meeting and exhibit space
- 60,000 sq ft. exhibit hall
- 25,000 sq ft. Edwin C. Eilert Ballroom
- 15,000 sq ft. of meeting room space.
- 44,000 sq ft. pre-function and registration areas
- Connected to 412-room Sheraton Hotel with 20,000-sq. ft. of additional meeting space
- 1,000 hotel rooms within walking distance
- 400 covered spaces
- Cyber Café
- Spacious pre-function and registration areas
- 25,000 sq ft. outdoor courtyard

Market Size

- Overland Park: 179,000

Spectra’s Role

- Pre-Opening
- Management
- In-House food and beverage

Managed Since

- 2002

Opened

- 2002

Notable Events

- Blish Mize Trade Shows (2 annual) - Each show typically averages 950 attendees and generates 400 peak room nights. Their economic impact for the City of Overland Park was $1,600,000 this past year, with 1,922 room nights.
- Payless ShoeSource Annual Customer Celebration Meeting - 450 executives in attendance, and the meetings generated $400,000 in revenue and 1,236 room nights
- Naka-Kon Anime Convention - 5,088 people were in attendance for the 3-day convention, with an economic impact of $447,750 and 885 room nights
- International Lineman’s Rodeo & Expo - over 200 teams and 250 apprentices; economic impact of $2,100,000 for the City and 2,000 room nights

Client Reference: Kate Gunja, Assistant City Manager, City of Overland Park

8500 Santa Fe Drive, Overland Park, KS 66212 | Tel.: 913.895.6110 | Fax: 913.895.5003 | kate.gunja@opkansas.org
Achievements

- Sara Evans performed in front of 2,100 guests at the opening Gala
- Held 43 separate events in the first 43 days of the building's opening
- Secured 187 firm and definite events booked for the first 11 months and more events coming in daily.
- This represents over $1.392 million in revenue for the convention center and 4,500 room nights.

Notable Events

- Opened January 2014
- Opening Gala featuring Sara Evans
- Outdoor Owensboro (self produced)

Venue Description

- 177,000-gross sq. ft. convention center
- 44,096 sq. ft. of exhibit hall space
- 47,000+ sq. ft. of meeting/ballroom space
- Lobby (Exhibition Hall Pre-function Space): 16,453 sq. ft.

Ballroom Configuration:

- Western Ballroom: 13,283 sq. ft.
- Eastern Ballroom: 13,021 sq. ft.

Market Size

- City: 58,083
- Metropolitan population: 116,030

Spectra’s Role

- Pre-Opening Management
- In-House Food and Beverage

Managed Since

2012

Opened

2014

Construction Cost

$39.5 million

Architect

Trahan Architects

Client Reference: Tim Ross, Director of Events | City of Owensboro
Owensboro City Hall, 101 E. 4th St., Owensboro, KY 42303| Tel.: 270.687.8350 | ROSSTS@owensboro.org
Achievements
- Successfully hosted 3 of the largest Art, Jewelry, and Antique Shows in the country for the 11th straight year
- Recorded Strongest Actualized Room Night Year in Facilities History
- Facility Average for Customer Survey Scores 4.6 out of 5.0
- Annual operating Expenses only increased 1.6% over previous year

Fiscal Year 2013:
- Exceeded budget by $610,000 during last fiscal year
- Reduced operating deficit by $235,000 from 2012 to 2013
- Generated 2nd highest net revenue in facilities history

Notable Events
- Art Palm Beach
- Palm Beach Jewelry, Art and Antique Show
- Ringling Bros. and Barnum & Bailey Circus
- Florida Fashion Focus
- Sysco Foods
- World Leaders Conference
- Palm Beach Craft Show
- Palm Beach Economic Forum

Venue Description
- 100,000 sq. ft. Exhibit Space
- 22,000 sq. ft. Ballroom
- 21,000 sq. ft. of Meeting Space
- 19 Meeting Rooms
- Located 3 Miles from Palm Beach International Airport
- Located 2 miles from the Atlantic Ocean
- Right across the street from City Place Entertainment complex
- New connected 400 room Hilton Hotel opens spring 2016

Market Size
- West Palm Beach Population: 99,000
- Palm Beach County Population: 1.3 million
- Palm Beach County is Largest County in Florida
- West Palm Beach DMA Rank 38th

Spectra’s Role
- Pre-Opening
- Management
- Food and Beverage by Spectra Food Services & Hospitality

Managed Since
- 2001

Opened
- 2004

Construction Cost
- $82 Million

Architect
- TVS

Client Reference: Verdenia C. Baker, Deputy County Administrator | Palm Beach County
301 North Olive-11th Floor | West Palm Beach, FL 33401 | Tel.: 561.355.6726 | Vbaker@co.palm-beach.fl.us
Venue Description
- 30,000 sq. ft. of exhibition space
- 16,200 sq. ft. Fortino Grand Ball Room; 180 x 90; Theatre style seating 1400; 100 10’x10’ booths
- 5 Meeting Rooms at 580 sq. ft. each; 20 x 30; seating 10-50 depending on setup
- Bernstein Brothers Room; 2,100 sq. ft.; seating 60-90 depending on setup
- Heroes Pavilion; 3,000 sq. ft.; capacity 125 depending on setup
- Home to the Congressional Medal of Honor Memorial Plaza
- Attached to the Convention Center is the 163 room hotel Courtyard by Marriott

Market Size
- DMA: Pueblo/Colorado Springs; Rank 90
- The population of Pueblo is 106,441, representing 40% of the population in Pueblo County

Spectra’s Role
- Pre-Opening
- Management
- Ticketing by Spectra Ticketing & Fan Engagement
- In-House Food and Beverage

Managed Since
1997

Opened
1997

Construction Cost
$8 million

Architect
Elness, Swenson & Graham

Notable Events
- NCAA Division II Track and Field Championship Banquet
- Gideons International Regional Conference
- National Street Rod Association
- Colorado County Clerks
- Loaf N Jug Annual Conference
- Quilt & Stitch Expo
- Rocky Mountain Collector Con
- Parkview Gala

Achievements
- Energy savings from lighting retrofit to the facility, for a monthly savings of $1,200 in utility costs
- Received 15-year Membership Award from Pueblo Economic Development Corporation
- Increased attendance by 2,200 from 2011-2012
- Increased total net operating income by $135,00 from 2011-2012
- Booked 36 Conventions for the year
- Generated $1,648,054 in revenue, exceeding budget by $52,000
- Reduced operating deficit by $78,000
Venue Description
Penticton Trade & Convention Centre
- 60,000 sq. ft.- largest convention centre in BC outside of Vancouver
- Flexible meeting space for 12 - 3,500 guests
- Ballroom One - 15,600 sq. ft.
- Ballroom Two - 13,600 sq. ft.
- 8 Breakout Rooms
- Theatre - 443 seats, tiered
- Over 14,000 sq. ft. pre-function space with natural light
- Over 1,600 hotel/motel rooms within 10km perimeter
- 1,000 complimentary on-site parking spaces

South Okanagan Event Centre
- 6,500-seat arena

Penticton Memorial Arena
- 2,500-seat arena (bleachers)

OHS Training Centre
- 400-seat ice facility

Market Size
- City of Penticton: 31,909,
- Greater Penticton: 43,313,
- Regional District of Okanagan/ Similkameen: 79,475

Major Tenants
- Penticton Vees Hockey (BCHL)
- Okanagan Hockey School

Spectra’s Role
- Pre-Opening
- Management
- Food and Beverage by Spectra Food Services & Hospitality
- Commercial rights by In-house Corporate Partnership Sales
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2008

Opened
1994  Renovated 2004

Construction Cost:
$80 Million

Client Reference: Chuck Loewen, Contract Administrator/GM Parks & Recreation | City of Penticton
171 Main Street | Penticton, BC  V2A 5A9 | Tel.:  250.490.2445 | chuck.loewen@penticton.ca

Notable Events
- BC Water and Waste Association - 1,350 delegates - 4,000 room nights - over $1 million economic impact
- Sea to Sky Management
- Public Works Association of BC
- BC Interior RV Show
- College of Licensed Practical Nurses of BC
- Ministry of Labour and Citizen Services
- Canadian Avalanche Association
- Mary Kay Cosmetics
- School Plant Officials’ Association
- BC Municipal Safety Association

Achievements
- Number One arena venue in Canada (5,000 or less capacity) for “2012 Top Stops” by Venues Today.
- Reduced operating deficit by 50% since taking over management contract.
- Surpassed budgeted financial performance each fiscal year since 2008.
- Provided ticketing services to more than 55 public events, generating over $35,000 in revenue.
- Generated over $167,000 in electrical services.

Economic Impact Study for 12-month period from September 1, 2011 to August 30, 2012:
- Direct Spending:$23.9 million
- Total economic activity: $33.9 million
- Creation of 368 full time equivalent jobs
- Generation of $2 million in tax revenue
Achievements
In Fiscal Year 2012:
- Prime Site Award Winner by Facilities and Destinations Magazine
- Hosted 329 events, an increase of 18 over previous year
- Secured 18,665 room nights, resulting in Estimated Economic Impact of $6.8 million
- Increased overall Client Survey Scores to 4.78/5.00, highest yet since venue opening
- Exceeded budget by $141,474 (eighth consecutive year to exceed budget)
- Generated $60,420 in net profit (third time in five years to operate at a net profit)

Venue Description
- 154,000 sq. ft. Convention Center
- Flexible meeting and pre-function space in two exhibit halls, a grand ballroom, a junior ballroom and 6 additional meeting rooms
- Flexibility allows for as many as 18 breakout rooms
- Attached John Q. Hammons Embassy Suites Hotel with 296 two-room suites; additional 5,200 sq. ft. of meeting space
- In-house services include catering, decorating, audio/visual, event management, marketing, telecommunications, Wi-Fi, business and guest services center, electrical and plumbing, booth cleaning, staging, concessions, security and drayage.

Market Size
- DMA Rank: #21 - St. Louis
- DMA population: 1,249,350
- Population of St. Charles: 65,000

Spectra’s Role
- Pre-Opening
- Management
- In-House Food and Beverage

Managed Since
2003

Opened
2005

Construction Cost
$35 Million

Architect
PGAV

Notable Events

Conventions:
- Veterans Canteen Service
- Area VIII of the American Guild of English Hand Bell Ringers
- Midwest Grape and Wine Conference
- Department of Veterans Affairs, Veterans Canteen Service
- 120th Annual Convention of the Missouri Veterinary Medical Association

Consumer Shows:
- St. Charles Spring and Fall Home Shows
- Working Women’s Survival Show

Other Events:
- Kids Block Party and Touch-a-Truck (in-house event)
- Helping Hands for the Holidays Charity Event (in-house event)

Banquets:
- WorldWide Technology Holiday Party
- St. Charles County Mayors Ball

Achievements
In Fiscal Year 2012:
- Prime Site Award Winner by Facilities and Destinations Magazine
- Hosted 329 events, an increase of 18 over previous year
- Secured 18,665 room nights, resulting in Estimated Economic Impact of $6.8 million
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- Exceeded budget by $141,474 (eighth consecutive year to exceed budget)
- Generated $60,420 in net profit (third time in five years to operate at a net profit)

Client Reference: Joseph Ward, Director | Greater Saint Charles Convention & Visitors Bureau
230 South Main Street | St. Charles, MO 63301 | Tel.: 636.255.6103 | Fax: 636.949.3217| jward@historicstcharles.com
Venue Description
- LEED Certified Building
- 144,000 sq. ft. convention center
- Across the street from the 330-room full-service Provo Marriott Hotel
- 20,000 square foot Exhibit Hall
- 17,000 square foot Ballroom
- 7,000 square foot Junior Ballroom
- 10 Meeting Rooms
- 5,500 square foot Rooftop Terrace
- Center Street Cafe located just inside of convention center
- Located in the heart of Historic Downtown Provo
- Located 5 minutes from Brigham Young University

Market Size
- Provo: 112,488
- Utah County: 516,564

Spectra’s Role
- Pre-Opening
- Management
- In-House Food and Beverage Services

Managed Since
2011

Opened
2012

Construction Cost
$44 Million

Architect
MHTN

Notable Events
- BYU Senior Football Banquet
- BYU Athletics Y Awards
- Pillar of the Valley
- Utah Association of Counties Convention
- 25th Annual Shingo Prize International Conference
- NuSkin Leadership Conference
- Freedom Awards Gala
- Utah Valley Gun Show
- Crossroads Conference

Achievements
- Center Street Cafe was awarded Best Kept Secret at the Annual Taste of the Valley event

First 8 months of operation:
- Exceeded budget by $300,000
- Surpassed gross revenue projections from feasibility study in first full year of operating by $1 million

Client Reference: Don Nay, Director of Public Works | Utah County
2855 S. State Street, Provo, UT 84606 | Tel.: 801.851.8602 | don.ucpw@state.ut.us
Achievements
- Recycling Collection & Diversion Rate increased by 50% from 2012 to 2013.
- Continue to effectively manage the operating budget and ended 2013 under projected expense total.
- We have seen a significant decrease in cleaning chemical usage/cost since utilizing the chemical-free water ionization process. 30% reduction in usage has been realized over the past year.
- During the 2013 Fiscal Year, we were successful by managing Gameday cleaning hours downward, due to a downward trend in In-Park attendance. On average, we ended the season (September) $1,000/game less in Labor cost then the beginning of the season (April).

Notable Events
- 2012 NHL Winter Classic
- 2011 National League Championship Series
- 2008 and 2009 World Series
- Phillies 5K Run
- Roger Waters Concert
- Justin Timberlake/Jay Z Concert

Venue Description
- Capacity: 43,647 seats
- Building sq. footage: 1.15 million
- Suites: 70; all located between the foul poles
- Hall of Fame Club: 2,500-seat premium seating area that includes access to climate-controlled lounges with full-service bars, large flat-screen TVs, and upscale food options
- Open Main Concourse (360 degrees) allows fans to constantly see the game. Open view of Center City Skyline.

Market Size
- MSA: Philadelphia–Camden–Wilmington, PA-NJ-DE-MD - Sixth-largest metropolitan area in the US with a population of 5,965,343
- 4th largest Television Market in the Nation, 2.1 Million Cable Subscribers
- Cable penetration in Philadelphia is 80.7% vs. the US average of 61.7%

Major Tenants
- Philadelphia Phillies (MLB National League)

Spectra’s Role
- Pre-Opening Management

Managed Since
2003

Opened
2004

Construction Cost
$350 Million

Architect
HOK Sport and Ewing Cole Cherry Brott

Client Reference: Michael Stiles, Senior Vice President, Administration & Operations | Philadelphia Phillies
One Citizens Bank Way | Philadelphia, PA 19148 | Tel.: 215.218.5340 | Fax: 215.463.9434 | mstiles@phillies.com
Venue Description
- 18,700 seat football stadium
- 8,000 seat basketball arena
- Concert seating configurations from 3,000 - 26,000
- 3,500 seat Broadway theatre set
- 115,000 sq. ft. of exhibit space
- 13,700 sq. ft. of meeting space

Market Size
- DMA: Fargo-Valley City
- DMA Rank: #117
- Fargo/Moorhead Population: 148,779
- Cass/Clay County Population: 216,312

Major Tenants
- NCAA Division I - FCS, NDSU Bison Football

Spectra’s Role
- Management
- In-House Food and Beverage Services
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2003

Opened
1992

Construction Cost
$67 Million

Architect
Sink Combs Dethlefs

Notable Events
- Division I - FCS Football Playoff Games (NDSU won the 2013 National Championship, making them 3-time defending National Champions)
- Minnesota Timberwolves vs. Milwaukee Bucks Preseason NBA contest
- Carrie Underwood
- TobyMac
- Bob Seger & Kid Rock
- Jeff Dunham
- Taylor Swift
- P!nk
- Lady Antebellum
- Justin Timberlake
- Luke Bryan

Achievements
- Named “Best Live Entertainment Spot” for 3rd year in a row by the readers/voters of The Fargo Forum
- Named “Best Sport Event” - NDSU Bison Football for the fourth time in five years by the readers/voters of The Fargo Forum
- 2013 Happy Harry’s Ribfest set record attendance of 56,119 for the four day festival
- Increased 2013 event attendance by 9,628 over 2012
- Exceeded 2013 event attendance budget by 13%
- 2013’s event attendance of 539,285 is highest ever in FARGODOME’s 21 year history
- Food and Beverage Department increased payouts to Non-Profit groups by 15.3% over prior year
- Exceeded 2013 Operating Budget by $127,464
- Finished 2013 with an Operating Budget Surplus for 21st consecutive year
- Division I - FCS Football Playoff Games
Venue Description
- 58,742 seat football stadium
- 40 VIP Suites
- Turf Field
- Four-story press box
- 99-acre Fairgrounds Complex including two ancillary 30,000 sq. ft. buildings, a 3.5 acre green space, and over 8,000 parking spaces

Market Size
- Memphis DMA Rank #48.
- Shelby County Population: 940,764

Major Tenants
- University of Memphis Football (American Athletic Conference)
- Southern Heritage Classic
- AutoZone Liberty Bowl

Spectra’s Role
- Management
- In-House Food and Beverage

Managed Since
2011

Opened
1965

Construction Cost
$3.7 Million (original construction) with a $19.5 Million Renovation in 1987
$12 Million Renovation in 2011

Achievements
- Oversaw $12 million renovation project in the first year of management
- 67 events in year 1 (14 more than budgeted) (69 vs 67 Year 2)
- Netted $126,000 more in 2011 football season over 2010 (previous private manager) despite a 15% decrease in attendance season (tenants maintain all ticket sales and marketing rights) With one additional game we netted over $143,000 (25%) more in 2013 season over 2012.
- 5% increase in concession sales during 2011 football season over 2010 (previous private manager) Increased concession sales over previous year by 19%. (2013 vs. 2012)
- Saved $102,000 in Year 1 and $101,000 in Year 2 in indirect expenses vs. budget.

Fiscal Year 2013 Results:
- Increased number of events booked by 3%
- Decreased operational expenses by 7%
- Beat budget by $99,000

Client Reference: Larry Smith, Deputy Director - Park Operations | Division of Parks and Neighborhoods
2599 Avery Avenue | Memphis, TN 38112 | Tel.: 901.576.4277 | Fax: 901.576.4280 | Larry.Smith2@memphistn.gov
Venue Description
- 18,500-seat capacity for soccer
- 26,000-seat capacity for concerts
- 2,000-seat supporter section
- 11,000-sq. ft. stadium club/ 250 capacity
- 150,000 sq. ft. outside plaza for concerts and special events

Notable Events
- Collegiate Rugby Championships
- Major League Soccer all star game
- USA vs. New Zealand Maori All Blacks International Rugby
- NCAA Soccer College Cup 2103 (Final Four)
- Rugby Sevens Collegiate Championships
- Major League Soccer All Star Game in 2012
- Major League Lacrosse Championships 2013
- Atlantic Coast Conference (ACC) Lacrosse Championships in 2014
- NCAA Women’s Lacrosse Championship in 2015 and 2016
- NCAA Men’s Soccer College Cup in 2017 (Final Four)

Spectra’s Role
- Pre-Opening
- Management
- Food and Beverage by Spectra Food Services & Hospitality
- Ticketing by Spectra Ticketing & Fan Engagement

Market Size
- Philadelphia: 6 Million
- DMA Rank: 4

Major Tenants
- Philadelphia Union (Major League Soccer)

Managed Since
- 2010

Opened
- 2010

Construction Cost
- $110 Million

Architect
- Rosetti Architects

Prior Manager
- n/a

Cable Provider
- Comcast

Achievements
- Increased specials events by 25%
- Won bid to host NCAA College Soccer Final Four
- Achieved budget for third straight year

Client Reference: Nick Sakiewicz, CEO & Operating Partner | Keystone Sports & Entertainment, LLC
2501 Seaport Drive | Chester, PA 19013 | Tel.: 610.497.1657 | nick1@philadelphiaunion.com
Venue Description

Stadium
- 63,400-seat stadium
- 88 VIP Suites/Lofts
- 3 Party Loft Suites
- 7,400 Club Seats
- Retractable natural grass field
- Retractable roof
- 14,000 on-site parking spaces

Exhibit/Event Space
- 160,000 sq. ft. of contiguous exhibit space
- 100,000 sq. ft. of secondary exhibit space
- 20,000 sq. ft. of meeting space
- Over 200,000 sq. ft. of exterior exhibit and display space
- 1.7 million sq. ft. of usable space

Market Size
- 14th largest metro area; Phoenix is 6th largest City in U.S.
- Metro Phoenix Population: 4.2 million
- City of Phoenix Population: 1,445,632

Major Tenants
- Arizona Cardinals (NFL)
- Annual Tostitos Fiesta Bowl
- BCS National Championship Game (every 5 years)

Spectra’s Role
- Pre-Opening Management

Managed Since
2004

Opened
2006

Construction Cost
$455 Million

Architect
Peter Eisenman and HOK/Populous

Notable Events

- 10 Arizona Cardinals games
- Annual Tostitos Fiesta Bowl game
- Mexico vs. Denmark international soccer
- USA Women’s National team vs. Ireland
- Robbie Gordon’s Stadium Super Trucks
- Cirque du Soleil’s Kooza
- Festival Fiesta Volleyball tournament
- The Big Red Rib & Music Festival
- 11 Recreational vehicle sales
- 23 high school and college graduations
- Host of the 2015 Super Bowl

 Achievements

- Created and executed first ever high school volleyball event (had 165 teams in year 1)
- Received 2012 Venue Excellence Award for stadiums from IAVM
- Received Facility of Merit award from National Center for Spectator Sports Safety (best performer among 31 NFL stadiums in the implementation of NFL stadium security practices)
- Generated gross ticket sales of $4,458,673 (an increase of $2,366,914 from FY 2012)
- Generated $340,275 in Facility User Fees (an increase of $64,108 from FY 2012)
- Generated sales tax recapture revenue of $2,529,024 (an increase of $633,348 from 2012)
- Maintained an average rating of 4.81 out of 5 in customer satisfaction surveys
- Achieved a net positive improvement over budget totaling $1,371,784 (an increase of $518,688 from the previous year)
- Generated combined event income of $3,958,818 (an increase of $579,020 from the previous year)
- Reduced expenses during FY 2013 by $103,728 as compared to budget

Client Reference: Tom Sadler, President/CEO | Arizona Sports and Tourism Authority
1 Cardinals Drive | Glendale, AZ 85305 | Tel.: 623.433.7500 | tsadler@az-sta.com
Venue Description
- 40,000-seat stadium
- 38 suites
- 610 club seats
- $3 Million in capital improvements in 2013 including new scoreboard and LED ribbon board upgrades

Market Size
- DMA Rank #31, population 2.7 million
- City of Hartford population: 124,893
- Hartford County population: 897,259

Major Tenants
- NCAA University of Connecticut football (American Athletic)

Spectra’s Role
- Management
- Food and Beverage by Spectra Food Services & Hospitality
- Commercial rights by In-house Corporate Partnership Sales
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2013

Opened
2003

Construction Cost
$91.2 Million

Architect
Ellerbe Becket

Notable Events
- ONCACAF Gold Cup - International Soccer match
- 7 University of Connecticut Division I football games

Achievements
- Awarded Management Agreement July 2013

Client Reference: Michael Freimuth, Executive Director, CRDA
100 Columbus Blvd. | Hartford, CT  06103 | Tel.: 860.493.2903 | mfreimuth@crdact.net
### Lowell Memorial Auditorium & Liberty Hall
Lowell, Massachusetts

#### Venue Description
Lowell Memorial Auditorium
- 3,055-seat theatre

Liberty Hall
- 279-seat theatre

#### Market Size
- DMA Rank: 7, Boston, MA
- DMA Population: 5.4 million
- Lowell Population: 107,000
- Middlesex County Population: 1.5 million

#### Spectra's Role
- Management
- Ticketing by Spectra Ticketing & Fan Engagement

#### Managed Since
2013

#### Opened
1922

#### Construction Cost
$1 million

#### Notable Events
- Casting Crowns
- Fernando Ortega
- Sherya Goshal
- Vision New England’s 125th Anniversary Celebration
- Irish Tenor Ronan Tynan
- America’s Got Talent Live
- 92.5 Riverfest with Guster
- Spank!
- MythBuster’s: Beyond the Myths
- Holiday Pops
- TNA Impact World Wrestling
- Lowell Golden Gloves
- Million Dollar Quartet
- Sesame Street Live
- New England Music Awards
- Beauty and the Beast
- Cirque Dreams Rock Starboard
- Sandy Hackett’s Rat Pack Show
- Kids Artistic Revue
- MCC Celebrity Forum Series with Robert Redford
- Dance Competitions, recitals, and challenges
- Graduations

#### Achievements
- Awarded management agreement July 2013

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**Client Reference:** Diane Tradd | Director & Assistant City Manager | City of Lowell, Department of Planning & Development
50 Arcand Drive | Lowell, MA 01852 | Tel.: 978.446.7200 | Fax: 978.970.4262 | Dtradd@lowellma.gov
Sandler Center for the Performing Arts
Virginia Beach, Virginia

Venue Description
- 1,308-seat theatre
- No seats are further than 100 feet from the stage
- State certified “Virginia Green” and “Energy Star Efficient”
- Recognized as one of the most acoustically sound performing arts facilities in the nation
- Home of 2 public art displays as part of Virginia Beach’s Public Art Program and an art gallery

Market Size
- DMA Population: 1.7 Million
- DMA Rank: #42
- SMA - Population - 1.38 Million
- MSA Rank - 41

Major Tenants
- Virginia Symphony Orchestra
- Symphonicity
- Virginia Beach Forum
- Virginia Beach Chorale
- Virginia Musical Theatre
- Virginia Arts Festival
- Virginia Ballet
- Tidewater Winds

Spectra’s Role
- Pre-Opening
- Management
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since
2006

Opened
2007

Construction Cost
$47 million

Architect
SMSS, Mike Ash

Notable Events
- 5th annual “Ynot Wednesdays?” Summer Concert Series
- Super Storm Sandy Benefit
- 12th annual Kids Arts Pazlooza
- 2nd annual “Arts & Drafts” Craft Beer Event
- Doobie Brothers
- So You Think You Can Dance
- Alton Brown
- Bill Cosby
- B.B. King
- Chris Botti
- Ben Folds

Achievements
- Hosted 392 events and over 150,000 patrons.
- Sold over $166,000 in ticket revenue generating over $149,000 in admission tax revenue returned to the city.
- Virginia Living Magazine’s Best of Virginia - “Best Special Event Venue in Eastern Virginia”.
- Hampton Roads Magazine’s Best of the 757 – “Best Performing Arts Theater” and “Best Music Venue”.
- Sandler Center Education has reached over 11,000 students through matinees and masterclasses.
- Initiated a Sandler Center Membership program to give back to the Sandler Center Foundation.
- Doubled sponsorship revenue over the previous year by $130,000.
- Increased attendance by 10% over previous year.
- Reduced overhead operating costs by over $70,000.
- Reduced total operating deficit by $254,419.
- Under budget for the sixth consecutive year.

Client Reference: Emily Spruill Labows, Office of Cultural Affairs Director | City of Virginia Beach, VA
201 Market Street, Suite 204 | Virginia Beach, VA 23462 | Tel.: 757.385.0226 | Fax: 757.493.5450 | elabows@vbgov.com
Venue Description
- 1,600-seat Performing Arts Center located on the Historic Arkansas Riverwalk in downtown Pueblo.
- 293 hotel rooms within a five minute walk
- 750 spot parking garage adjacent to the Theatre

Market Size
- DMA: Pueblo/Colorado Springs; Rank #90
- The population of Pueblo is 106,441, representing 40% of the population in Pueblo County

Major Tenants
- Pueblo Broadway Theatre League

Spectra’s Role
- Management
- Ticketing by Spectra Ticketing & Fan Engagement
- Food and Beverage by Spectra Food Services & Hospitality

Managed Since
- 1997

Opened
- 1919

Construction Cost
- $11 million renovation in 2013

Architect
- Elness, Swenson & Graham

Notable Events
- Manheim Steamroller - kicked off 75 City Tour - Sold Out
- Price is Right Live
- STOMP
- Brian Regan
- Anjelah Johnson
- Robert Earl Keen
- Sesame Street Live
- Cirque Holidaze
- Beauty and the Beast
- Blue Man Group
- Wayne Brady

Achievements
- Re-opened in July 2013 after $11 million renovation

Client Reference: Sam Azad, City Manager | City Of Pueblo
200 South Main St. | Pueblo, CO 81003 | Tel.: 719.553.2655 | sazad@pueblo.us
**Venue Description**
- 440-seat performing arts center
- Originally part of the Paramount Pictures' movie theatre chain in 1934
- Completely renovated to include state-of-the-art theatrical rigging, sound, and lighting

**Market Size**
- City of Miami Beach: 87,993
- Miami-Dade County: 2,496,435
- Florida: 18,801,310

**Spectra’s Role**
- Management
- Ticketing by Spectra Ticketing & Fan Engagement

**Managed Since**
2008

**Opened**
1935
Renovated 2006

**Notable Events**
- Gama Y Pavel
- Eiko and Koma Bill Frisell
- Meow Meow
- Roland Magdane
- Maria Conchita Alonso
- Jamaica’ Farewell
- Last Meadows (MDC)
- Brazilian Film Festival
- The American Black Film Festival
- Miami Gay and Lesbian Film Festival
- Miami Lyric Opera
- Miami Gay Men’s Chorus
- Florida Dance Association
- Tigertail Productions
- Miami Light Project
- National Foundation for the Advancement of the Arts
- Miami Contemporary Dance Company
- South Beach Comedy Fest
- Momentum Dance Company
- Fundarte

**Achievements**
- Host over 135 events annually
- Exceeded fiscal year 2013 budget by 81%
- Reduced operating deficit by $74,000

**Client Reference:** Max A. Sklar, Director, Tourism and Cultural Development | City of Miami Beach
1700 Convention Center Dr. | Miami Beach, FL 33139 | Tel.: 305.673.7577 | Fax: 786.394.4560 | maxsklar@miamibeachfl.gov
Achievements

- Ranked in the Top Ten Cowboy Mounted Shooting Arenas by Western Shooting Horse Magazine
- PBR event has been nominated for Pro Touring Event of the year
- Event Attendance increased from the previous year by 6%
- Pioneer Days PRCA Rodeo saw the largest numbers in attendance in the history of the Rodeo

Venue Description

- 3,000-seat dirt floor arena
- 97,350 sq. ft. Events Center
- Fairgrounds with outdoor arena
- Meeting Hall
- Commercial Barns
- 270 Horse Stalls
- Equestrian Center
- Fairgrounds
- Livestock Barns
- Central Pavilion
- Outdoor Rodeo Arena
- Midway Area

Market Size

- Clovis: 35,000
- Curry County: 42,000

Spectra’s Role

- Management
- In-house food and beverage

Managed Since

2009

Opened

2009

Notable Events

- Curry County Fair
- Clovis Music Fest
- World Series of Team Roping
- High Plains Junior Rodeo Association Finals
- USTRC New Mexico Championship
- USTRC Southwest Regional Championship
- Pioneer Days PRCA Rodeo
- Miss Rodeo New Mexico Pageant
- Grab the Gold Ranch Rodeo

Client Reference: Lance Pyle, County Manager | Curry County Government
700 North Main Suite 10, Clovis, NM 88101 | Tel.: 575.763.6016 | Fax: 575.763.3656 | lpyle@currycounty.org
Achievements

- Received a Resolution from The State of Texas House of Representatives congratulating The Richard M. Borchard Regional Fairgrounds and Spectra on a successful year.

Fiscal Year Results:
- Most events ever - 292
- Highest Gross Revenue - $1,435,486
- Highest Attendance - 169,928
- New Events - 20
- Increased number of events from previous year - 22
- Increased total gross revenue from previous year - $262,907
- Increased total attendance from previous year - 11,052
- Came under budget by $36,027, a new record.
- Achieved highest number of events (292), Attendance (169,928), and total gross revenue ($1,435,286) in history.

Notable Events

- Nueces County Jr. Livestock Show
- Peddler Show
- Saxet Gun Show
- Texas AgXchange Farm & Ranch Expo
- Wally Byam Caravan Club International
- Texas A&M University-Kingsville South Texas College Championship Rodeo
- Cottonfest Festival
- Cinco De Mayo Festival
- Hispanic Heritage Festival
- Fiesta Mexicana
- Texas Oil & Gas Magazine Eagle Ford Shale Conference & Expo
- Gulf Coast Gem & Mineral Show

Venue Description

- Central Pavilion Arena
  50,000 sq. ft., 1,900 bleacher seats, 3,100 with floor seats
- Exhibit Halls A and B
  Indoor Exhibition Halls each 50,000 sq. ft. (100,000 total sq. ft.)
- Conference Center (Banquet Hall)
  20,000 sq. ft. ballroom; can be divided into 5,000 and 15,000 sq. ft. sections. Seating capacity: 1,100.
- Two break-out rooms with a total of 1,344 sq. ft.
- Equestrian Center
  Covered, outdoor, open air; permanent dirt floor; 60,000 sq. ft. arena
- Middletown Meadow
  Outdoor area for street level performances

Market Size

- Corpus Christi: 315,000

Spectra’s Role

- Pre-Opening
- Management
- In-House Food and Beverage

Managed Since

2007

Opened

2007

Construction Cost

$45 Million

Architect

Bullock, Smith, and Partners, Inc.
Achievements

- Awarded “Asia-Pacific PPP Deal of the Year” by Project Finance International (PFI)
- Awarded “Best Project Financing” by AsiaMoney
- Named “Best Project Finance” by The Asset
- Awarded The “Solar Pioneer Award” for adopting solar power as an alternative source of energy for the National Stadium
- Awarded the “World Architecture Award” for the “Best Future Project” in the Leisure-led Category
- In June 2013, had 14 show days and hosted approximately 62,000 patrons
- In this financial year, hosted 116 shows and a total of 400,538 patrons
- Exceeded budget by 9.2% (SGD $602,605)

Notable Events

- Lady Gaga
- Journey
- Russell Peters
- Sting
- Stone Roses
- Jay Chou
- Big Bang

Venue Description

- Opening in 2014 and located on an 87-acre waterfront site in the heart of the City, the centerpiece of Singapore Sports Hub includes:
  - National Stadium - up to 55,000 capacity
  - OCBC Arena - up to 13,000 capacity
  - Sports Halls - up to 3,300 capacity
  - Aquatic Centre - up to 6,000 capacity
  - Water Sports Centre
  - Museum
  - Library
  - Community Facilities: Skate Park, Lawn Bowl, Basketball Hard Courts, Climbing Wall, Beach Volleyball, Running/Cycling Circuit

Market Size

- Singapore: 5.3 million

Major Tenants

- Current Basketball home team: Singapore Slingers
- Future home teams: Football Association of Singapore (Young Lions & Lions XII), ASEAN Super League (Singapore Team), Singapore Rugby National Team

Spectra’s Role

- Pre-Opening
- Management
- Ticketing by Spectra Ticketing & Fan Engagement

Managed Since

2006

Opened

2012

Construction Cost

$1.33 billion (Singapore dollars)

Architect

200
Venue Features

- **PHILLY MARKETPLACE** - A central gathering place for groups and grants guests access to each of the venues. The largest open area inside XFINITY Live! Philadelphia, the Philly MarketPlace features a VIP lounge, custom draft tables, a raw bar, and world-class sports viewing.

- **SPECTRUM GRILL** - Features prime steaks, chops, and seafood, and hosts one of Philadelphia’s finest cocktail parties nightly.

- **BROAD STREET BULLIES PUB** - A timeless neighborhood pub, specializes in gourmet burgers and classic pub fare as well as an expansive variety of beer including 48 drafts on tap.

- **NBC SPORTS ARENA** - Offers fans a one-of-a-kind sports viewing experience, featuring a 32-foot diagonal, 6mm, Sony LED HD television, high impact LED Rings displaying the CSN Sports Ticker, and in-game promotions that rival any live sports experience in the world, making for a true fourth stadium experience at the Sports Complex.

- **PBR BAR & GRILL (Professional Bull Riders Association)** - Country cool meets urban chic in the most stunning western themed venue to be unleashed to Philadelphia. Aauthentic Tex-Mex cuisine served during the day and a country and southern rock party at night also featuring a mechanical bull.

- **VICTORY BEER HALL** - In partnership with Philadelphia’s Victory Brewing Company, the Victory Beer Hall is an unrivaled social experience, featuring elongated, beer hall style tables, a stage for live indoor entertainment, and a 2,000 square-foot patio complete with a fire pit. The Victory Beer Hall’s signature is its celebration of craft beer, featuring an eclectic selection of regional Philadelphia brews as well as national brands.

Notable Events

- Grand Opening - Third Eye Blind
- Reel Big Fish
- Trent Tomlinson with Kings County
- Bethany Frankel Event & Book Signing
- Jamie Moyer Ping Pong
- Eddie Money - WMGK
- Temple Football Ticket Pick Up Party
- Eagles/Miller Lite Kickoff party with National Act Halestorm
- NASCAR Meet & Greet with Kasey Kahne
- All American Rejects/Boys Like Girls/The Ready Set
- PBR Riders - Live on Stage (XL Parking Lot)
- Buckcherry, Saving Abel, and Lit - WMMR
- CSN Philly Sports Festival - 25th Anniversary Party

- WMMR & Fox29 Shore Donation Drive for Salvation Army
- WXTU Toy Truck Parade
- New Year’s All Inclusive Package
- Philadelphia Soul Charity Flip-Cup Game
- Family Moving Night Series
- Live Morning Show Radio Broadcasts
- Hurricane Sandy Relief Drive
- Disney on Ice Meet and Greet
- Wing Bowl Wing Off and Weigh In After Party
- Flyers Watch Parties
- Philadelphia Union “Meet the Team” Event
- NCAA Basketball

Client Reference: David Scott, President, Comcast Spectacor
3601 S. Broad Street, Philadelphia, PA 19148 | Tel: 215.389.9530 | dscott@Comcast Spectacor.com
Achievements

- Hosted 224 events during the last fiscal year and attracted over 66,000 people to the facility
- Produced more sustainable annual events, such as: New York State Parent Teacher’s Association Annual Meeting, University of Buffalo hosts the Ronald McNair Annual Convention, Mount St. Mary’s Hospital Annual Women’s Day Retreat, M&T Bank Retail and Business Banking Division(s) Quarterly Meetings, Mount St. Mary’s Hospital Foundation Annual Black Tie Gala, Niagara Falls Housing Authority Annual Fundraising Dinner
- Built and grew attendance for innovative self-promoted events, including: Run With the Rapids Annual 5k - USATF Sanctioned Run, Old Falls Street’s German Heritage Oktoberfest Festival

Notable Events

- Fitness on Old Falls
- Flicks on Old Falls Movie Series
- Fridays on Old Falls Concert Series (with car cruise component)
- Saturdays on Old Falls entertainment series (either concerts or festivals)
- Jazzy Sundays
- Backyard Board Games
- Encounter Niagara Historical Actors
- Old Falls Street Lecture Series
- Entertainment including caricature artists, balloon artists and musicians
- Annual DNFBA Run With the Rapid
- American Cancer Society Relay for Life
- Niagara Falls Music & Art Festival
- NFHS Graduation Block Party
- Annual NFFD Bike Run
- Annual Touch-a-Truck
- Annual Niagara Falls Blues Festival
- Old Falls Street’s 5th Annual Oktoberfest
- Old Falls Street’s Monster Mash Breakfast
- Old Falls Street Italian Feast
- Old Falls Street’s Breakfast With Santa
- Stuff the Holly Trolley

Venue Description

- 168,300 sq. ft. (3.86 acres)
- Newly renovated two-lane, two-way cobblestone street
- Public right of way – both vehicular and pedestrian friendly
- Refurbished street lamps
- Full landscaping renovation with mechanical irrigation and up lighting
- Limestone rock table benches and granite curbs
- Outdoor Setting complimented with specifically equipped facilities for vending, festivals, and major concerts
- Anchored by the Seneca Niagara Casino, the Crowne Plaza, the Conference & Event Center and the Nation’s Oldest New York State Park leading straight to the Falls

Market Size

- Niagara Falls: 55,593
- Niagara County: 219,846

Spectra’s Role

- Management
- Operations and Maintenance
- Marketing
- Street Vending
- Vending carts for both food and services

Managed Since

2009

Opened

2009

Architect

Cannon Design
Venue Description
- Year round outdoor Urban Entertainment Destination
- Located in the heart of downtown Buffalo on The Erie Canal Harbor
- About 19 acres of green space
- Boasts over 1,000 feet of berthing space, with the ability to accommodate over 50 vessels
- In the summer, host to around 1,000 events and activities including concerts, festivals, fitness class and children’s programing with most being free
- Host to the Canalside Free Thursday concert series
- Canalside is open 7 days a week from dawn until 11pm
- Outdoor restaurant and beer garden on site with dozens other restaurants within walking distance
- Opening this winter, an outdoor ice skating rink that will convert to flowing canals in the summer

Market Size
- Buffalo: 259,384
- Buffalo–Niagara–Cattaraugus Combined Statistical Area: 1.2 million

Spectra’s Role
- Pre-Opening
- Management
- Operations & Maintenance
- Event Programming
- Marketing
- Seasonal Ice Rink Management
- Street Vending

Managed Since
2014

Opened
2014

Venue Features
Canalside is at the heart of Buffalo’s waterfront revitalization. It’s located in the city’s downtown corridor, at the intersection of Pearl Street and Marine Drive. The grounds can be accessed through entrances at the foot of Main Street and on Scott Street, or by way of the Buffalo & Erie County Naval and Military Park, located on the northwestern edge of the harbor site.

Boaters can also visit Canalside via the Buffalo River. The harbor currently boasts over 1,000 feet of berthing space, with the ability to accommodate over 50 vessels daily, and nearly 100 vessels for special events. Transient dockage fees are required, and an hourly rate applies for both water and electric service.

The Canals and Public Environments, a $20 million investment in public space on the former location of the Memorial Auditorium, “Aud Block”, is an interpretive landscape of water features and site amenities as dictated by the 1915 survey of the terminus of the Erie Canal. The alignment of the Canals, Towpaths, and Bridges will help visitors understand the history and character of the former canal district, the terminus of the Erie Canal and its significance to the City of Buffalo, New York State and the nation. Opening targeted for late Spring 2014.
Downsview Park, a former military base located in the centre of the Greater Toronto Area, is an approximately 231.5 hectares (572 acres) of land that sits on one of the highest elevations in the City of Toronto. Currently more than half of the site is a mix of public parkland, commercial uses and community services offering a diverse range of public activities and programs, with the remainder of the site anticipated for eventual redevelopment.

In November of 2012, the Government of Canada announced the amalgamation of Parc Downsview Park Incorporated (PDP) with Canada Lands Company Limited (CLCL), with Downsview Park slated to transition into an important real estate project of Canada Lands Company (CLC).

In addition to creating a unique urban park the development includes five integrated neighbourhoods with a full range of land uses to create a model of progressive sustainable urban development. Five related neighbourhoods will be developed: Stanley Greene; William Baker; Sheppard; Chesswood; and Allen.
Venue Description

**du Forum**
- 4,500-person concert capacity
- 2,500-person theatre capacity
- 1,700-person gala dinner capacity
- 1,360-person cabaret capacity
- Fully air conditioned facility
- 1,500 on-site parking spaces
- No sun glare interruptions – Inside event area is ‘blacked out’
- Production offices have WiFi and private restrooms
- Exterior fluorescent lighting and logo projection onto facility available
- Two full curtains available to section off facility as event requires
- Secured Perimeter for private events
- LED ‘atmosphere’ Lighting in facility

**du Arena**

Market Size
- Abu Dhabi Population: 921,002

Spectra’s Role
- Management

Managed Since
- 2011 (du Forum)
- 2014 (du Arena)

Notable Events

**du Forum**
- Dora the Explorer
- Disney Live
- Jeff Dunham
- Hard Knox Fight Night
- T-Pain
- Holi Festival of Colors

**du Arena**
- Awarded Management Contract for du Arena in late 2014

Achievements

**du Forum**
- Booked Dora the Explorer show, the first professional family touring act on Yas Island

**du Arena**
- Awarded Management Contract for du Arena in late 2014

Client Reference: Alexis Dijksterhuis | Vice President Strategic Planning and New Business | Flash Entertainment
TwoFour54, Media Zone Authority, Khalifa Park, Bldg 2, 3rd Floor | Abu Dhabi United Arab Emirates
Tel.: +971 02 5098009 | Email: Alexis@thinkflash.ae
Achievements

Host the following events annually:
- 65 concerts
- 55 weddings
- 36 in house promoted events
- 180 corporate events

In the last fiscal year:
- Increased concert per caps by 2.8%
- Reduced food cost by .6%
- Met a 32% profit margin for the first time since the renovation with record sales of $9.4 million
- Achieved a very aggressive financial budget for 2013

Notable Events

- Billy Idol
- Bill Cosby
- Jewel
- The Beach Boys
- Rodney Carrington
- Cyndi Lauper
- Barenaked Ladies
- Ziggy Marley
- The B-52's
- Chicago
- Tony Bennett
- The Monkees
- Foreigner
- Straight No Chaser
- Toad the Wet Sprocket
- George Lopez
- Peter Frampton
- Kathy Griffin
- Bonnie Raitt
- One Republic

Venue Description

Concert Bowl
- 2,500 tiered seating amphitheater
- 4 luxury suites, 3 premium seating options, 2 VIP clubs

Chateau Deck
- Panoramic View of Silicon Valley
- Weddings, receptions, corporate events, team building activities, and concert dining up to 250 guests

Vista Deck
- Flagstone patio with sweeping views of the Valley
- Receptions or gatherings of 25 to 250 guests

Vineyard Grill
- Dinner for up to 110 guests; wine tastings for 150

Historic Winery Building
- Ideal for corporate meetings, tradeshows, and special events
- Grand Hall: 250 guests
- Winery Deck: 245 Guests
- Artists Room and Patio: 50 Guests
- Vintners Room: 30 guests
- Barrel Room: 48 guests
- Cellar Room and Patio: 50 guests

Winery Building
- The stone and ivy-covered facade of the Winery Building provides a dramatic backdrop for concerts, ceremonies, product reveals, and receptions in the Concert Bowl

Market Size
- San Jose Population: 1.3 million

Spectra’s Role
- Venue Management
- Concessions and Catering by Spectra Food Services & Hospitality

Managed Since
2007

Renovated
2009

Client Reference: Dave House, Co-Owner | Chateau Masson
14831 Pierce Road | Saratoga, CA 95070 | Tel.: 408.741.2822
Venue Description

**Arena**
- 5,000-seat arena
- Capable of holding multiple types of events including sports, theatrical performances, concerts, and televised events
- Offers 16 private VIP Suites, and 242 Premium Club Seats with a catered Club Lounge.

**Studio City**
- Located at the Lotus Bridge immigration point connecting Hengqin Island, China, Studio City is designed as a cinematically-themed entertainment, retail, and gaming resort in Cotai, Macau
- Studio City enjoys the strategic advantage of being located on one of the proposed light rail stations in Cotai, which provides convenient access and high traffic flow from key transportation gateways. The property is perfectly positioned to capitalize on the inevitable shift of the center of gravity of Macau’s leisure and tourism industry to Cotai and the increasingly important mass market segment.
- The integrated resort is expected to captivate our target market and significantly expand Macau’s appeal as a multifaceted tourism destination.

**Market Size**
- Macau Population: 624,000

**Spectra’s Role**
- Pre-opening Services
- Management

**Managed Since**
- 2014

**Scheduled to Open**
- 2015

**Notable Events**
- Opening in 2015

**Achievements**
- Opening in 2015
- Studio City future integrated resort, currently under construction, will innovate with many other original live shows and one-of-a-kind entertainment attractions. It is designed as a cinematically themed entertainment, retail, and gaming resort in Macau.
- As its brand conveys, Studio City will possess an array of environmental and dynamic entertainment experiences, fusing the worlds of live, televised and mechanical attraction based entertainment under one roof.
PNC Bank
Firstside Center
500 First Ave. Mailstop P7-PFSC-03-D
Pittsburgh, PA 15219

GLOBAL SPECTRUM LP
OPERATING ACCT
3601 S BROAD ST
PHILADELPHIA PA 19148-5250

Customer Service: 1-877-824-5001, option #6

Statement Message

Do you have a strategy for short term investing and liquidity management that fits the shifting economic and regulatory environment? Changes to bank and money market fund regulations and interest rates are creating challenges for corporate and institutional treasurers. PNC can help you make sense of your options for 2015 and beyond. To discuss your deposits and short-term investments with us, please contact your Treasury Management Officer or call the Account Services team at 877-824-5001, option 6, option 2, and we will direct you to the appropriate person.

Statement Summary

Money Market Fund investments are not insured by the FDIC, are not deposits or obligations of the bank, and are subject to investment risks, including the possible loss of principal amount invested. Eurodollar Time Deposits are maintained with PNC Bank, N.A., Nassau branch, are not FDIC insured, and may be subject to country risk.

This is an annualized average yield for statement time period.

**Money Market Fund dividends earned in the current month are not paid until the first week of the next month.**
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PNC Bank
Firstside Center
500 First Ave. Mall Ctr P7-PFSC-03-D
Pittsburgh, PA 15219

GLOBAL SPECTRUM LP
OPERATING ACCT
3601 S BROAD ST
PHILADELPHIA PA 19148-5250

Customer Service: 1-877-824-5001, option #6

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PNC Bank
Firstside Center
500 First Ave., Mailstop P7-PFSC-03-D
Pittsburgh, PA 15219

GLOBAL SPECTRUM LP
OPERATING ACCT
3601 S BROAD ST
PHILADELPHIA PA 19148-5250

Customer Service: 1-877-824-5001, option #6

Statement Message

Do you have a strategy for short term investing and liquidity management that fits the shifting economic and regulatory environment? Changes to bank and money market fund regulations and interest rates are creating challenges for corporate and institutional treasurers. PNC can help you make sense of your options for 2014 and beyond. To discuss your deposits and short-term investments with us, please contact your Treasury Management Officer or call the Account Services team at 877-824-5001, option 6, option 2, and we will direct you to the appropriate person.

Statement Summary

Money Market Fund investments are not insured by the FDIC, are not deposits or obligations of the bank, and are subject to investment risks, including the possible loss of principal amount invested. Eurodollar Time Deposits are maintained with PNC Bank, N.A., Nessau branch, are not FDIC insured, and may be subject to country risk.

*This is an annualized average yield for statement time period.

**Money Market Fund dividends earned in the current month are not paid until the first week of the next month.
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Balance</td>
<td></td>
</tr>
<tr>
<td>Cash Contribution</td>
<td></td>
</tr>
<tr>
<td>Cash Withdrawal</td>
<td></td>
</tr>
<tr>
<td>Investment Income</td>
<td></td>
</tr>
<tr>
<td>Interest Expense</td>
<td></td>
</tr>
<tr>
<td>Ending Balance</td>
<td></td>
</tr>
<tr>
<td>Credit Line Available</td>
<td></td>
</tr>
<tr>
<td>Investment Balance</td>
<td></td>
</tr>
<tr>
<td>Total Available Liquidity</td>
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</tr>
<tr>
<td>Credit Line Borrowed</td>
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</tr>
<tr>
<td>Credit Line Description</td>
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</tr>
<tr>
<td>Investment Description</td>
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</table>

**As of Date:** September 30, 2014

**USD**
Working Cash Line of Credit Statement
8/01/14 - 8/31/14

GLOBAL SPECTRUM LP
OPERATING ACCT
3801 S BROAD ST
PHILADELPHIA PA 19148-5250

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PNC Bank
Firstside Center
500 First Ave, Mailstop P7-PFSC-03-D
Pittsburgh, PA 15218

GLOBAL SPECTRUM LP
OPERATING ACCT
3601 S BROAD ST
PHILADELPHIA PA 19148-5250

Customer Service: 1-877-824-5001, option #6

Statement Message
If you are currently receiving your Working Cash statements via both PINACLE(R) and U.S. Mail, there will be a $2.00 charge per account per month beginning on May 1. You will see this charge on your May analysis statement. If you would like to discontinue paper statements to avoid the charge and simply view or print your statements from PINACLE, please contact your Treasury Management Officer or our Investment Client Services team at 877-824-5001, option 6, option 2.

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**Money Market Fund dividends earned in the current month are not paid until the first week of the next month.
Company Snapshot

Business Summary

Profile
GLOBAL SPECTRUM, L.P.
3601 S Broad St Ste 1
Philadelphia, PA 19148

Tel: 215 952-5216
www.comcast-spectacor.com
D-U-N-S #: 96-069-1707
(SUBLIARY OF COMCAST SPECTACOR INC,
PHILADELPHIA, PA)
D&B Rating: --

Company Stats
Year started 1999
Employees 289 (30 here)
Financing SECURED
Manager John Page, Ptnr
S.I.C. 8741
Industry Management services

This is a headquarters (subsidiary) location. Branch(es) or division(s) exist.
The Net worth amount in this section may have been adjusted by D&B to reflect typical deductions, such as certain intangible assets.

Likelihood this company will not pay on time over the next 12 months
Credit Score Class: 2
Low 2 3 4 5 High

Likelihood this company will experience financial stress in the next 12 months
Financial Stress Class: 3
1 Low 2 3 4 5 High

Timeliness of historical payments for this company**
D&B PAYDEX®: 78
100 Anticipates Prompt 30 days slow 120 days slow 0

Payment performance trend over the past 90 days
UNCHANGED

D&B offers guidance on credit limits for this company based on its profile as well as profiles of other companies similar in size, industry, and credit usage
Get details

Evidence of bankruptcy, fraud, or criminal proceedings in the history of this business or its management
NO

Noteworthy special events in this company's file
NO

Total number of suits, liens and judgments in this company's file
52

Value of open suits, liens and judgments for this company
$12,000
D&B Comprehensive Insight Plus Report: GLOBAL SPECTRUM, L.P.

Value of open records refers only to 10 most recent filings for each record type. There may be additional suits, liens, judgments, or UCC filings in D&B’s file on this company available by contacting 1-866-472-7362.

| Company Snapshot | Creditworthiness | Payment History & Trends | Public Filings | History & Operations | Banking & Finance |

## Creditworthiness

### Summary

<table>
<thead>
<tr>
<th>Likelihood this company will experience financial stress in the next 12 months</th>
<th>AVERAGE</th>
<th>D&amp;B Rating: --</th>
</tr>
</thead>
<tbody>
<tr>
<td>The blank rating symbol should not be interpreted as indicating that credit should be denied. It simply means that the information available to D&amp;B does not permit us to classify the company within our rating key and that further enquiry should be made before reaching a decision. Some reasons for using a &quot;-&quot; symbol include: deficit net worth, bankruptcy proceedings, insufficient payment information, or incomplete history information. For more information, see the D&amp;B Rating Key.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Likelihood this company will not pay on time over the next 12 months</th>
<th>LOW</th>
<th></th>
</tr>
</thead>
</table>

### Default on Payment: Financial Stress Summary

<table>
<thead>
<tr>
<th>Likelihood this company will experience financial stress in the next 12 months</th>
<th>AVERAGE</th>
<th>Key Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 95 trade experiences exist for this company.</td>
<td>- Financial Stress Score: 1469 (high risk: 1,001; low risk: 1,875)</td>
<td></td>
</tr>
<tr>
<td>- Financial Stress Class: 3</td>
<td>- UCC Filings reported.</td>
<td></td>
</tr>
<tr>
<td>Financial stress national percentile: 43 (highest risk: 1%; lowest risk: 100%)</td>
<td>- High number of inquiries to D&amp;B over last 12 months.</td>
<td></td>
</tr>
<tr>
<td>National percentile industry norm: 52 (highest risk: 1%; lowest risk: 100%)</td>
<td>- Low proportion of satisfactory payment experiences to total payment experiences.</td>
<td></td>
</tr>
<tr>
<td>During the prior year, firms in this Financial Stress Class had a failure rate of 0.24%, which is 2 times lower than the national average.</td>
<td>- Unstable Paydex over last 12 months.</td>
<td></td>
</tr>
</tbody>
</table>

### Payment within Terms: Credit Score Summary

<table>
<thead>
<tr>
<th>Likelihood this company will not pay on time over the next 12 months</th>
<th>LOW</th>
<th>Key Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit Score Class: 2</td>
<td>- 95 trade experiences exist for this company.</td>
<td></td>
</tr>
<tr>
<td>Financial Stress Score: 1469 (high risk: 1,001; low risk: 1,875)</td>
<td>- Higher risk industry based on delinquency rates for this industry</td>
<td></td>
</tr>
<tr>
<td>UCC Filings reported.</td>
<td>- Proportion of past due balances to total amount owing</td>
<td></td>
</tr>
<tr>
<td>High number of inquiries to D&amp;B over last 12 months.</td>
<td>- Proportion of slow payments in recent months</td>
<td></td>
</tr>
<tr>
<td>Low proportion of satisfactory payment experiences to total payment experiences.</td>
<td>- Evidence of open suits and judgments</td>
<td></td>
</tr>
</tbody>
</table>

### Additional Information

<table>
<thead>
<tr>
<th>Financial Stress Summary</th>
<th>Credit Score Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The Financial Stress Risk Class indicates that this firm shares some of the same business and financial</td>
<td>- The Incidence of Delinquent Payment is the percentage of companies with this classification that were reported 90</td>
</tr>
</tbody>
</table>

characteristics of other companies with this classification. It does not necessarily mean the firm will experience financial stress.
- The probability of failure shows percentage of firms in a given percentile that discontinue operations with loss to creditors. The average probability of failure is based on businesses in D&B's database and is provided for comparative purposes.
- The Financial Stress Score Percentile reflects the relative ranking of a company among all scorable companies in D&B's file.
- The Financial Stress Score offers a more precise measure of the level of risk than the Risk Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.

Payment History

Summary

<table>
<thead>
<tr>
<th>Average payment performance trend when weighted by dollar amount</th>
<th>UNCHANGED</th>
<th>Company's payment performance over the past 12 months compared with its peers</th>
<th>MIXED</th>
</tr>
</thead>
</table>

Payment History Overview

<table>
<thead>
<tr>
<th>Payment experiences on file with D&amp;B:</th>
<th>95</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payments made within terms:</td>
<td>79 (83%)</td>
</tr>
<tr>
<td>Amount placed for collections:</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>Average highest credit:</td>
<td>$6,486</td>
</tr>
<tr>
<td>Largest high credit:</td>
<td>$200,000</td>
</tr>
<tr>
<td>Highest now owing:</td>
<td>$7,500</td>
</tr>
<tr>
<td>Highest past due:</td>
<td>$1,000</td>
</tr>
</tbody>
</table>

Historical Payment Trends: PAYDEX®

Average payment performance trend when weighted by dollar amount

Last 3 months: Trend is unchanged

Last 12 months: 3 days beyond terms

Industry benchmark: Prompt

D&B PAYDEX®: 78

Based on payments collected over last 12 months. Indications of slowness can be the result of dispute over merchandise, skipped invoices, etc. Accounts are sometimes placed for collection even though the existence or amount of the debt is disputed.

Historical Payment Trends: PAYDEX® Comparison to Industry

Company's payment performance over the past 12 months compared with its peers

This company's 12-month high: 78, or equal to 3 days beyond terms
This company's 12-month low: 69, or equal to 16 days beyond terms
Shows PAYDEX scores of this Business compared to the Primary Industry from each of the last four quarters. The Primary Industry is Management services, based on SIC code 8741.

**Payment History Details**

<table>
<thead>
<tr>
<th>Date Reported</th>
<th>Paying Record</th>
<th>High Credit ($)</th>
<th>Now Owes ($)</th>
<th>Past Due ($)</th>
<th>Selling Terms</th>
<th>Last Sale Within (months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>06/15</td>
<td>Prompt</td>
<td>500</td>
<td>500</td>
<td>0</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>06/15</td>
<td>Prompt-Slow 30</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td>2-3</td>
</tr>
<tr>
<td>05/15</td>
<td>Prompt</td>
<td>200,000</td>
<td>0</td>
<td>0</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>05/15</td>
<td>Prompt</td>
<td>35,000</td>
<td>0</td>
<td>0</td>
<td>Net15</td>
<td>4-5</td>
</tr>
<tr>
<td>05/15</td>
<td>Prompt</td>
<td>25,000</td>
<td>1,000</td>
<td>0</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>05/15</td>
<td>Prompt</td>
<td>25,000</td>
<td>0</td>
<td>0</td>
<td></td>
<td>2-3</td>
</tr>
<tr>
<td>05/15</td>
<td>Prompt</td>
<td>15,000</td>
<td>1,000</td>
<td>0</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>05/15</td>
<td>Prompt</td>
<td>10,000</td>
<td>2,500</td>
<td>0</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>05/15</td>
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<td>10,000</td>
<td>7,500</td>
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</tr>
<tr>
<td>05/15</td>
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<td>0</td>
<td></td>
<td>6-12</td>
</tr>
<tr>
<td>05/15</td>
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<td>05/15</td>
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<td>0</td>
<td>0</td>
<td></td>
<td>6-12</td>
</tr>
<tr>
<td>05/15</td>
<td>Prompt</td>
<td>5,000</td>
<td>2,500</td>
<td>1,000</td>
<td>Net30</td>
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</tr>
<tr>
<td>05/15</td>
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<tr>
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<tr>
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<td>2-3</td>
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<tr>
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<td>0</td>
<td>0</td>
<td>Net30  2-3</td>
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</tr>
<tr>
<td>05/15</td>
<td>Slow 30</td>
<td>750</td>
<td>0</td>
<td>0</td>
<td>6-12</td>
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<tr>
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<td>Slow 30</td>
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<td>2-3</td>
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<td>4-5</td>
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<tr>
<td>04/15</td>
<td>Prompt 5,000</td>
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<td>0</td>
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<tr>
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<td>0</td>
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<tr>
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<td>0</td>
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</tr>
<tr>
<td>04/15</td>
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<td>100</td>
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<tr>
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<td>0</td>
<td>6-12</td>
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</tr>
<tr>
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<td>03/14</td>
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<tr>
<td>10/13</td>
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<td>0</td>
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</table>
Payment experiences reflect how bills are met in relation to the terms granted. In some instances payment beyond terms can be the result of dispute over merchandise, skipped invoices, etc. Each experience shown is from a separate supplier. Updated trade experiences replace those previously reported.

### Payment Analysis By Industry

Company's dollar-weighted payments listed by the primary industries of its suppliers

<table>
<thead>
<tr>
<th>Industry</th>
<th>Total Received (#)</th>
<th>Total Dollar Amount ($)</th>
<th>Largest High Credit ($)</th>
<th>Within Terms</th>
<th>Slow 1-30</th>
<th>Slow 31-60</th>
<th>Slow 61-90</th>
<th>Slow 91+</th>
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<td>5</td>
<td>14</td>
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<td>Short-trm busn credit</td>
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<td>0</td>
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<tr>
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<tr>
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<td>100</td>
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<td>0</td>
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<tr>
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<td>50</td>
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There are 95 payment experiences in D&B's file for the most recent 12 months, with 67 experiences reported during the last three month period.

Summary of Court Actions

The following data includes both open and closed filings found in D&B's database on the subject company.

<table>
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<th>Record Type</th>
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Public filing data is for informational purposes only and is not the official record. Certified copies can only be obtained from the official source.
Number and value of open records refers only to 10 most recent filings for each record type. There are additional suits, liens, judgments, or UCC filings in D&B's file on this company available by contacting 1-866-472-7362.

Suits

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<tr>
<th>Status</th>
<th>Amount</th>
<th>Cause</th>
<th>Plaintiff</th>
<th>Defendant</th>
<th>Date Filed</th>
<th>Additional Details</th>
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<td>WALKER, DIANE, MEDIA, PA WALKER, SCOTT, MEDIA, PA</td>
<td>GLOBAL SPECTRUM, INC. AND OTHERS</td>
<td>06/17/2015</td>
<td>Case number: 201500602320 Date status Attained: 06/17/2015 Latest info Received: 06/19/2015 Where filed: PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA</td>
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<td>Unavailable</td>
<td>Negligence</td>
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<td>GLOBAL SPECTRUM LP WELLS FARGO CENTER, PHILA., PA AND OTHERS</td>
<td>05/27/2015</td>
<td>Case number: 201500502983 Date status Attained: 05/27/2015 Latest info Received: 05/29/2015 Where filed: PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA</td>
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<td>Negligence</td>
<td>THOMAS, JESSICA, PHILA., PA</td>
<td>GLOBAL SPECTRUM LP WELLS FARGO CENTER, PHILA., PA AND OTHERS</td>
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</table>
If it is indicated that there are defendants other than the report subject, the lawsuit may be an action to clear title to property and does not necessarily imply a claim for money against the subject. There are additional suits, liens, judgments, or UCC filings in D&B's file on this company available by contacting 1-866-472-7362. Any public filings displayed in red are open.

## Judgments

<table>
<thead>
<tr>
<th>Status</th>
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<th>Type</th>
<th>Against</th>
<th>In Favour of</th>
<th>Date Entered</th>
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<tbody>
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<td>GLOBAL SPECTRUM, L.P. and OTHERS</td>
<td>STRIMPLE, WAYNE, BEVERLY,</td>
<td>12/23/2013</td>
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<td>NJ STRIMPLE, STACY, BEVERLY, NJ</td>
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<td>01/17/2012</td>
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<td>Latest info Received: 01/27/2012 Where filed: PHILADELPHIA COUNTY COMMON PLEAS COURT, PHILADELPHIA, PA</td>
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</table>
There are additional suits, liens, judgments, or UCC filings in D&B's file on this company available by contacting 1-866-472-7362. Any public filings displayed in red are open.

<table>
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<th>Collateral</th>
<th>Type</th>
<th>Sec. Party</th>
<th>Debtor</th>
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<th>Additional Details</th>
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<td>12/26/2006</td>
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<td></td>
<td>Latest info Received: 01/10/2007</td>
</tr>
<tr>
<td>Unavailable</td>
<td>Continuation</td>
<td>PNC BANK, NATIONAL ASSOCIATION,</td>
<td>GLOBAL SPECTRUM OF TEXAS, LLC</td>
<td>07/05/2011</td>
<td>Filing number: 1100196510 Filed with: SECRETARY OF STATE/UCC DIVISION, AUSTIN, TX</td>
</tr>
<tr>
<td>Unavailable</td>
<td></td>
<td>BERWYN, PA</td>
<td></td>
<td></td>
<td>Latest info Received: 07/06/2011</td>
</tr>
<tr>
<td>Inventory and proceeds - Account(s) and proceeds - General intangibles(s)</td>
<td>Original</td>
<td>DEERE CREDIT, INC., JOHNSTON, IA</td>
<td>GLOBAL SPECTRUM, L.P.</td>
<td>05/19/2014</td>
<td>Filing number: 2014 1951888 Filed with: SECRETARY OF STATE/UCC DIVISION, DOVER, DE</td>
</tr>
<tr>
<td>and proceeds - Chattel paper and proceeds - and OTHERS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Latest info Received: 07/01/2014</td>
</tr>
<tr>
<td>Account(s) and proceeds - General intangibles(s) and proceeds</td>
<td>Original</td>
<td>PNC BANK, NATIONAL ASSOCIATION,</td>
<td>GLOBAL SPECTRUM, L.P.</td>
<td>12/26/2006</td>
<td>Filing number: 6452549 9 Filed with: SECRETARY OF STATE/UCC DIVISION, DOVER, DE</td>
</tr>
<tr>
<td>PARTNERSHIP INTEREST and proceeds</td>
<td></td>
<td>BERWYN, PA</td>
<td></td>
<td></td>
<td>Latest info Received: 01/25/2007</td>
</tr>
<tr>
<td>Unavailable</td>
<td>Continuation</td>
<td>PNC BANK, NATIONAL ASSOCIATION,</td>
<td>GLOBAL SPECTRUM, L.P.</td>
<td>06/30/2011</td>
<td>Filing number: 2011 2531906 Filed with: SECRETARY OF STATE/UCC DIVISION, DOVER, DE</td>
</tr>
<tr>
<td>Contract rights including proceeds and products</td>
<td>Original</td>
<td>CLAYTON BANK AND TRUST, KNOXVILLE,</td>
<td>PAGE, III, JOHN A</td>
<td>04/08/2014</td>
<td>Filing number: 2014040906198 Filed with: SECRETARY OF STATE/UCC DIVISION, HARRISBURG, PA</td>
</tr>
<tr>
<td>Contract rights including proceeds and products</td>
<td></td>
<td>TN</td>
<td></td>
<td></td>
<td>Latest info Received: 04/15/2014</td>
</tr>
<tr>
<td>Contract rights including proceeds and products</td>
<td>Original</td>
<td>CLAYTON BANK AND TRUST, KNOXVILLE,</td>
<td>LUUKKO, PETER, WEST CHESTER, PA</td>
<td>04/08/2014</td>
<td>Filing number: 2014040906174 Filed with: SECRETARY OF STATE/UCC DIVISION, HARRISBURG, PA</td>
</tr>
<tr>
<td>Contract rights including proceeds and products</td>
<td></td>
<td>TN</td>
<td></td>
<td></td>
<td>Latest info Received: 04/15/2014</td>
</tr>
<tr>
<td>Contract rights including proceeds and products</td>
<td>Original</td>
<td>CLAYTON BANK AND TRUST, KNOXVILLE,</td>
<td>LUUKKO, PETER, WEST</td>
<td>09/05/2013</td>
<td>Filing number: 2013090603966 Filed with: SECRETARY OF</td>
</tr>
<tr>
<td>Contract rights including proceeds and products</td>
<td></td>
<td>TN</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Leased Equipment and proceeds
Original PACIFIC OFFICE AUTOMATION, WAYNE, PA GLOBAL SPECTRUM LP, PORTLAND, OR 10/06/2006 Filing number: 6347266 9 Filed with: SECRETARY OF STATE/UCC DIVISION, DOVER, DE Latest info Received: 11/06/2006

Leased Business machinery/equipment and proceeds
Original PACIFIC OFFICE AUTOMATION, WAYNE, PA GLOBAL SPECTRUM LP, PORTLAND, OR 05/06/2005 Filing number: 5140203 2 Filed with: SECRETARY OF STATE/UCC DIVISION, DOVER, DE Latest info Received: 05/25/2005

The public record items contained in this report may have been paid, terminated, vacated or released prior to the date this report was printed. Any public filings displayed in red are open.

**Government Activity**

<table>
<thead>
<tr>
<th>Activity Summary</th>
<th>Possible Candidate for Socio-Economic Program Consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Borrower (Dir/Guar)</td>
<td>No</td>
</tr>
<tr>
<td>Administrative Debt</td>
<td>No</td>
</tr>
<tr>
<td>Contractor</td>
<td>Yes</td>
</tr>
<tr>
<td>Grantee</td>
<td>No</td>
</tr>
<tr>
<td>Party Excluded from Federal Program(s)</td>
<td>No</td>
</tr>
</tbody>
</table>

Labor Surplus Area | Yes (2015)
Small Business | N/A
8(A) Firm | N/A

The details provided in the Government Activity section are as reported to D&B by the federal government and other sources.

**Company Snapshot**

**Creditworthiness**

**Payment History & Trends**

**Public Filings**

**History & Operations**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>History</td>
<td>Detailed information on the history of a company, including background information on the management team and key principals, and information on related companies.</td>
</tr>
<tr>
<td>Corporate Family</td>
<td>Detailed information on all related companies, including subsidiaries, affiliates and branches.</td>
</tr>
<tr>
<td>Company Operations</td>
<td>Detailed information on a company's operations, including the identity of the parent company, the geographic scope of the business, and the key holdings.</td>
</tr>
<tr>
<td>Industry Classification</td>
<td>Details on the specific industry within which a company is classified.</td>
</tr>
</tbody>
</table>

**History**

**Officer(s):**

JOHN PAGE, PTNR
KENNETH WAJDA, PTNR
HANK ABATE, SR V PRES
TODD GLICKMAN, SR V PRES

**Director(s):**

THE OFFICER(S)

The Delaware Secretary of State's business registrations file showed that Global Spectrum, L.P., was registered as a Limited Partnership on May 12, 1999.

Business started 1999 by present control. Relocated Jan 1997 from West Palm Beach, FL.

JOHN PAGE. Antecedents are unknown.

KENNETH WAJDA. Antecedents are unknown.
HANK ABATE. Antecedents not available.

TODD GLICKMAN. Antecedents not available.

Business address has changed from 10601 U S Hwy 19 N, Pinellas Park, FL, 33782 to 3601 South Broad Street, Philadelphia, PA, 19148.

### Corporate Family

#### Domestic Ultimate:

<table>
<thead>
<tr>
<th>Company</th>
<th>City</th>
<th>DUNS #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comcast corporation</td>
<td>Philadelphia</td>
<td>05-715-6663</td>
</tr>
</tbody>
</table>

#### Parent:

<table>
<thead>
<tr>
<th>Company</th>
<th>City</th>
<th>DUNS #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comcast spectacor inc</td>
<td>Philadelphia</td>
<td>07-549-2157</td>
</tr>
</tbody>
</table>

#### Subsidiaries (US):

<table>
<thead>
<tr>
<th>Company</th>
<th>Address</th>
<th>DUNS #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front Row Marketing Services LP</td>
<td>3601 S Broad St Ste 6, Philadelphia, PA</td>
<td>00-373-5805</td>
</tr>
</tbody>
</table>

#### Branches (US):

<table>
<thead>
<tr>
<th>Company</th>
<th>Address</th>
<th>DUNS #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Spectrum, L.P.</td>
<td>1 Cardinals Dr, Glendale, AZ</td>
<td>61-024-2120</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>1245 Walsh Ave, Coral Gables, FL</td>
<td>13-740-4161</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>400 SE 2nd Ave FL 3, Miami, FL</td>
<td>09-900-9941</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>1901 Convention Center Dr, Miami Beach, FL</td>
<td>05-556-1909</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>Bldg 50 N Gemini Blvd, Orlando, FL</td>
<td>55-734-8336</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>780 94th Ave N Ste 107, Saint Petersburg, FL</td>
<td>60-302-5318</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>800 The Midway, Salina, KS</td>
<td>02-129-9947</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>1277 Main St, Springfield, MA</td>
<td>01-235-8401</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>1 Civic Center Plz, Glens Falls, NY</td>
<td>02-278-1655</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>1 N Center Court St # 150, Portland, OR</td>
<td>19-477-1288</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>3601 S Broad St, Philadelphia, PA</td>
<td>06-550-9794</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>1776 N Broad St, Philadelphia, PA</td>
<td>11-348-7594</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>801 Lincoln St, Columbia, SC</td>
<td>62-464-3891</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>1201 N West Ave, Sioux Falls, SD</td>
<td>94-699-2497</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>220 W Center St Ste 200, Provo, UT</td>
<td>06-452-6501</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>4320 Hampton Blvd, Norfolk, VA</td>
<td>03-191-1560</td>
</tr>
<tr>
<td>Global Spectrum, L.P.</td>
<td>403 N 3rd St, Richmond, VA</td>
<td>10-036-5845</td>
</tr>
</tbody>
</table>

#### Branches (International):

<table>
<thead>
<tr>
<th>Company</th>
<th>Address</th>
<th>DUNS #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Spectrum Facility</td>
<td>DAWSON CREEK, CANADA</td>
<td>24-595-8942</td>
</tr>
<tr>
<td>Global Spectrum Facility</td>
<td>WINDSORS, CANADA</td>
<td>25-077-0075</td>
</tr>
</tbody>
</table>

### Affiliates (US):

---

Company Operations

Description: Subsidiary of COMCAST SPECTACOR INC, PHILADELPHIA, PA.

Provides management services (100%).

Fax number - 215 952-5651.

Has 9 account(s). Terms are on a fee basis. Sells to commercial concerns and government.

Nonseasonal.

Employees: 289 which includes partners. 30 employed here.

Facilities: Rents premises in steel a building.

Location: Central business section on main street.

Branches: 300 Arcand Dr, Lowell, MA. Ph # 978 848-6900 and also maintains seven different branch locations around the world.

Portland, OR (503 963 3895). Operates as Facility Centre for Global Spectrum LP, also maintains a branch in Glastonberry, CT.

Industry Classification

<table>
<thead>
<tr>
<th>SIC</th>
<th>NAICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>8741000</td>
<td>Management services</td>
</tr>
<tr>
<td>561110</td>
<td>Office Administrative Services</td>
</tr>
</tbody>
</table>

Based on information in our file, D&B has assigned this company an extended 8-digit SIC. D&B's use of 8-digit SICs enables us to be more specific to a company's operations than if we use the standard 4-digit code. The 4-digit SIC numbers link to the description on the Occupational Safety & Health Administration (OSHA) Web site. Links open in a new browser window.

Banking & Finance

Key Business Ratios

D&B has been unable to obtain sufficient financial information from this company to calculate business ratios. Our check of additional outside sources also found no information available on its financial performance.

To help you in this instance, ratios for other firms in the same industry are provided below to support your analysis of this business.

<table>
<thead>
<tr>
<th>Industry Norms based on 17 establishments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>This Business</strong></td>
</tr>
<tr>
<td>-------------------</td>
</tr>
<tr>
<td>Profitability</td>
</tr>
<tr>
<td>Return on Sales</td>
</tr>
<tr>
<td>Return on Net Worth</td>
</tr>
<tr>
<td>Short-Term Solvency</td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td>Current Ratio</td>
</tr>
<tr>
<td>Quick Ratio</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>UN</th>
<th>161.5</th>
<th>UN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets Sales</td>
<td>UN</td>
<td></td>
<td>UN</td>
</tr>
<tr>
<td>Sales / Net Working Capital</td>
<td>UN</td>
<td>7.3</td>
<td>UN</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Utilization</th>
<th>UN</th>
<th>143.1</th>
<th>UN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Liabilities / Net Worth</td>
<td>UN</td>
<td></td>
<td>UN</td>
</tr>
</tbody>
</table>

UN = Unavailable

**Finance**

06/22/2015

As of June 22, 2015, attempts to contact the management of this business have been unsuccessful. Outside sources confirmed operation and location.

---

**Customer Service**

Need help? Call Customer Service at (800) 932-0025, Monday through Friday, 8:00 AM to 6:00 PM Local Time.

---

To save this report to your PC: Select File and then Save As from the browser menu bar. Click on the Save in: drop-down menu and select a location for your file. Enter a file name and save the report as a .html or .txt file.

---

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XYZ ARENA
FACILITY ADDRESS
FACILITY WEBSITE

FINANCIAL STATEMENTS
FOR THE ONE MONTH ENDED
JANUARY 31, 2013

DISTRIBUTION LIST: REVIEWED BY:
SUBMITTED BY: Director of Finance

Note: The following financial statement is an example of the standard monthly reporting package produced by Spectra and is not meant to indicate or predict the financial performance of the venue(s).
Spectra-managed Facility

Month

Year

Date

Completed

By:

Bank Reconciliations

Operating
Payroll
Ticket
Event

Accounts Receivable Analysis
A/R Reserve (Bad Debt) Account
Accounts Payable Analysis
Accrued Liabilities Analysis
Advance Ticket Analysis
Deferred Income Analysis
Reconciliation of InterCo Balances
Prepaid Expense Analysis
Event Liability Analysis

I attest that all of the above have been completed and reviewed:

__________________________  ____________________________  ____________________________
Director of Finance          Date                                      General Manager          Date

Comments:
__________________________
__________________________
__________________________
__________________________

Corporate Finance Dept Use Only:

Date Received

Reviewed by:
# XYZ Arena
## BALANCE SHEET
### January 31, 2013

### ASSETS

<table>
<thead>
<tr>
<th>Current Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash - In Trust</td>
<td>1,267,878</td>
</tr>
<tr>
<td>Cash - Operating</td>
<td>265,122</td>
</tr>
<tr>
<td>Cash - USD Account</td>
<td>1,617</td>
</tr>
<tr>
<td>Cash - Treasury</td>
<td>101,597</td>
</tr>
<tr>
<td>Cash - Vault</td>
<td>46,869</td>
</tr>
<tr>
<td>Cash - over/short</td>
<td>(9)</td>
</tr>
<tr>
<td>Petty Cash Accounts</td>
<td>19,034</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>276,449</td>
</tr>
<tr>
<td>AR - Miscellaneous</td>
<td>240,624</td>
</tr>
<tr>
<td>Allowance for Doubtful Account</td>
<td>(54,904)</td>
</tr>
<tr>
<td>Advances to Team</td>
<td>13,829</td>
</tr>
<tr>
<td>Inventory</td>
<td>95,475</td>
</tr>
<tr>
<td>Vouchers</td>
<td>333,686</td>
</tr>
<tr>
<td>Prepaid Expenses &amp; Deposits</td>
<td>145,692</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td><strong>2,752,959</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fixed Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>2,752,959</strong></td>
</tr>
</tbody>
</table>

### LIABILITIES AND EQUITY

<table>
<thead>
<tr>
<th>Current Liabilities</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>276,776</td>
</tr>
<tr>
<td>Other Payables</td>
<td>380</td>
</tr>
<tr>
<td>Due to City</td>
<td>455,755</td>
</tr>
<tr>
<td>Due to Team</td>
<td>103,484</td>
</tr>
<tr>
<td>Due to Specta</td>
<td>190,568</td>
</tr>
<tr>
<td>Accrued Liabilities</td>
<td>88,342</td>
</tr>
<tr>
<td>Accrued Payroll</td>
<td>1,480</td>
</tr>
<tr>
<td>Event Liabilities</td>
<td>(8,872)</td>
</tr>
<tr>
<td>Miscellaneous Deposits</td>
<td>5,092</td>
</tr>
<tr>
<td>Suite Deposits</td>
<td>34,283</td>
</tr>
<tr>
<td>Show Deposits</td>
<td>3,340</td>
</tr>
<tr>
<td>Gift Certificates</td>
<td>3,340</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>216,070</td>
</tr>
<tr>
<td>Deferred Tickets</td>
<td>1,644,458</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td><strong>3,018,156</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>TOTAL LIABILITIES</strong></th>
<th><strong>3,018,156</strong></th>
</tr>
</thead>
</table>

### EQUITY

<table>
<thead>
<tr>
<th>Earnings</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retained Earnings Prior Year</td>
<td>(333,417)</td>
</tr>
<tr>
<td>Retained Earnings Current Year</td>
<td>68,222</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td><strong>(265,195)</strong></td>
</tr>
</tbody>
</table>

<p>| <strong>TOTAL LIABILITIES AND EQUITY</strong> | <strong>2,752,959</strong> |</p>
<table>
<thead>
<tr>
<th>ACTUAL</th>
<th>BUDGET</th>
<th>FAV(UNFAV) VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO. OF EVENTS</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>PAID ATTENDANCE</td>
<td>41,299</td>
<td>36,250</td>
</tr>
<tr>
<td>DIRECT EVENT INCOME</td>
<td>(1,741)</td>
<td>5,767</td>
</tr>
<tr>
<td>SURCHARGES</td>
<td>14,473</td>
<td>16,372</td>
</tr>
<tr>
<td>SUITE REVENUE</td>
<td>7,546</td>
<td>0</td>
</tr>
<tr>
<td>NET TICKETING REVENUE</td>
<td>24,054</td>
<td>5,340</td>
</tr>
<tr>
<td>ANCILLARY INCOME</td>
<td>182,841</td>
<td>160,073</td>
</tr>
<tr>
<td>TOTAL EVENT INCOME</td>
<td>227,173</td>
<td>187,552</td>
</tr>
<tr>
<td>OTHER INCOME</td>
<td>138,734</td>
<td>167,392</td>
</tr>
<tr>
<td>INDIRECT EXPENSES</td>
<td>(271,990)</td>
<td>(283,924)</td>
</tr>
<tr>
<td>NET INCOME (LOSS)</td>
<td>93,917</td>
<td>71,020</td>
</tr>
<tr>
<td>ADJUSTMENTS</td>
<td>(4,305)</td>
<td>2,500</td>
</tr>
<tr>
<td>NET INCOME (LOSS)</td>
<td>89,612</td>
<td>73,520</td>
</tr>
</tbody>
</table>

**EVENT INCOME**

<table>
<thead>
<tr>
<th></th>
<th>39,621</th>
<th>FAVORABLE COMPARED TO BUDGET DUE TO THE FOLLOWING:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Season Basketball</td>
<td>(1,323)</td>
<td>4 games held as budget; shortfall in event revenues</td>
</tr>
<tr>
<td>Preseason Lacrosse</td>
<td>(1,067)</td>
<td>1 game; expected breakeven</td>
</tr>
<tr>
<td>Regular Season Lacrosse</td>
<td>(2,511)</td>
<td>1 game; fell short of budget</td>
</tr>
<tr>
<td>Regular Season Hockey</td>
<td>38,909</td>
<td>5 games budgeted and occurred; increased attendance</td>
</tr>
<tr>
<td>Concerts</td>
<td>30,803</td>
<td>Strong ticket sales for the 1 show</td>
</tr>
<tr>
<td>Concerts-Theater</td>
<td>(20,251)</td>
<td>Marilyn Manson; sales far below budget</td>
</tr>
<tr>
<td>Theatrical Shows</td>
<td>(4,939)</td>
<td>Lord of the Dance - 3rd time in 4 years held event; budget based on history</td>
</tr>
<tr>
<td>Total Variance</td>
<td>39,621</td>
<td></td>
</tr>
</tbody>
</table>

**OTHER INCOME**

<table>
<thead>
<tr>
<th></th>
<th>(28,658)</th>
<th>UNFAVORABLE COMPARED TO BUDGET DUE TO THE FOLLOWING:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Naming Rights</td>
<td>(108)</td>
<td>Adjustment to revenues to correct team share for dasher boards</td>
</tr>
<tr>
<td>Exclusivity Rights</td>
<td>0</td>
<td>n/a</td>
</tr>
<tr>
<td>Suite Revenues</td>
<td>(6,543)</td>
<td>Shortfall of 3 leases from budget offset by single event rentals</td>
</tr>
<tr>
<td>Food &amp; Beverage Revenue</td>
<td>(17,301)</td>
<td>Higher COGS than budget</td>
</tr>
<tr>
<td>Advertising</td>
<td>(731)</td>
<td></td>
</tr>
<tr>
<td>Ticketing Fulfillment Fees</td>
<td>(1,000)</td>
<td></td>
</tr>
<tr>
<td>Ice Rentals</td>
<td>(3,728)</td>
<td>6% unfavorable to budget due to lack of availability with 14 event days</td>
</tr>
<tr>
<td>ATM Surcharges</td>
<td>(66)</td>
<td></td>
</tr>
<tr>
<td>Interest &amp; Dividends</td>
<td>797</td>
<td>Increased income on box office account</td>
</tr>
<tr>
<td>Ticket Order Fees</td>
<td>680</td>
<td>Increased paid attendance</td>
</tr>
<tr>
<td>Room Rentals</td>
<td>(250)</td>
<td>No room rental revenue captured for the month</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>(408)</td>
<td></td>
</tr>
<tr>
<td>Total Variance</td>
<td>(28,658)</td>
<td></td>
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</tbody>
</table>

**INDIRECT EXPENSES**

<table>
<thead>
<tr>
<th></th>
<th>11,934</th>
<th>FAVORABLE COMPARED TO BUDGET DUE TO THE FOLLOWING:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>280</td>
<td>Savings in various line items</td>
</tr>
<tr>
<td>Box Office</td>
<td>907</td>
<td>Savings in part time wages</td>
</tr>
<tr>
<td>Finance</td>
<td>(604)</td>
<td>Increased payroll services expenses</td>
</tr>
<tr>
<td>Events</td>
<td>431</td>
<td>Timing of expenses</td>
</tr>
<tr>
<td>Operations</td>
<td>8,218</td>
<td>Savings in various line items</td>
</tr>
<tr>
<td>Marketing</td>
<td>1,863</td>
<td>Unplanned revenue from grassroots marketing program</td>
</tr>
<tr>
<td>Group Sales</td>
<td>449</td>
<td>Commissions billed higher than expected</td>
</tr>
<tr>
<td>Corporate Sales</td>
<td>(48)</td>
<td>&lt;1% variance to budget</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>(315)</td>
<td>&lt;1% variance to budget</td>
</tr>
<tr>
<td>Ice Rentals</td>
<td>416</td>
<td>Decreased insurance expenses</td>
</tr>
<tr>
<td>Overhead</td>
<td>163</td>
<td>&lt;1% variance to budget</td>
</tr>
<tr>
<td>Total Variance</td>
<td>11,760</td>
<td></td>
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</table>
## XYZ ARENA
### ROLLING FORECAST
**FYE 12/31/2013**

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL JANUARY 2013</th>
<th>PROJECTED FEB-DEC 2013</th>
<th>TOTAL ACT/PROJ FY 12/2013</th>
<th>ORIGINAL BUDGET FYE 12/31/13</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td># OF EVENTS</td>
<td>14</td>
<td>154</td>
<td>168</td>
<td>168</td>
<td>-</td>
</tr>
<tr>
<td>DIRECT EVENT INCOME</td>
<td>(1,741)</td>
<td>151,741</td>
<td>150,000</td>
<td>150,000</td>
<td>-</td>
</tr>
<tr>
<td>SURCHARGES</td>
<td>14,473</td>
<td>159,203</td>
<td>173,676</td>
<td>173,676</td>
<td>-</td>
</tr>
<tr>
<td>SUITE REVENUE</td>
<td>7,546</td>
<td>67,914</td>
<td>75,460</td>
<td>75,460</td>
<td>-</td>
</tr>
<tr>
<td>NET TICKETING REVENUE</td>
<td>24,054</td>
<td>240,540</td>
<td>264,594</td>
<td>264,594</td>
<td>-</td>
</tr>
<tr>
<td>ANCILLARY INCOME</td>
<td>182,841</td>
<td>2,011,251</td>
<td>2,194,092</td>
<td>2,194,092</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL EVENT INCOME</strong></td>
<td><strong>227,187</strong></td>
<td><strong>2,630,803</strong></td>
<td><strong>2,857,990</strong></td>
<td><strong>2,857,990</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td>OTHER INCOME</td>
<td>138,734</td>
<td>1,526,074</td>
<td>1,664,808</td>
<td>1,664,808</td>
<td>-</td>
</tr>
<tr>
<td>LESS: INDIRECT EXPENSES</td>
<td>(271,990)</td>
<td>(2,991,890)</td>
<td>(3,263,880)</td>
<td>(3,263,880)</td>
<td>-</td>
</tr>
<tr>
<td><strong>NET INCOME (LOSS)</strong></td>
<td><strong>93,931</strong></td>
<td><strong>1,164,987</strong></td>
<td><strong>1,258,918</strong></td>
<td><strong>1,258,918</strong></td>
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</table>

### As of 1/31/13

**MANAGEMENT FEE CALCULATION**

<table>
<thead>
<tr>
<th></th>
<th><strong>COMMENTS:</strong></th>
</tr>
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<tbody>
<tr>
<td>Benchmark</td>
<td>$0</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>0</td>
</tr>
<tr>
<td>Revenue over (under) Benchmark</td>
<td>0</td>
</tr>
<tr>
<td>INCENTIVE %</td>
<td>20%</td>
</tr>
<tr>
<td>INCENTIVE FEE</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL INCENTIVE FEE</td>
<td>0</td>
</tr>
<tr>
<td>BASE FEE</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL MANAGEMENT FEE</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>

---

**DIRECTOR OF FINANCE**

**GENERAL MANAGER**
## XYZ Arena

### Income Statement

For the Period Ending January 31, 2013

<table>
<thead>
<tr>
<th>Period To Date</th>
<th>Year To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Curr Budget</td>
</tr>
<tr>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Total Paid General</td>
<td>29,641</td>
</tr>
<tr>
<td>Total Paid Suites</td>
<td>2,207</td>
</tr>
<tr>
<td>Total Paid Club Seats</td>
<td>2,426</td>
</tr>
<tr>
<td>Total Paid Groups</td>
<td>7,125</td>
</tr>
<tr>
<td>Turnstile Attendance- General</td>
<td>25,958</td>
</tr>
<tr>
<td>Turnstile Attendance- Suites</td>
<td>1,679</td>
</tr>
<tr>
<td>Turnstile Attendance- Club Seats</td>
<td>2,025</td>
</tr>
<tr>
<td>Turnstile Attendance- Groups</td>
<td>6,485</td>
</tr>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
</tr>
<tr>
<td>Gross Ticket Revenue</td>
<td>908,628</td>
</tr>
<tr>
<td>Sponsorship Revenue</td>
<td>0</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>0</td>
</tr>
<tr>
<td><strong>NET REVENUE AFTER TAXES</strong></td>
<td>801,665</td>
</tr>
<tr>
<td><strong>TENANT CHARGES</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>719,894</td>
</tr>
<tr>
<td><strong>NET RENTAL INCOME</strong></td>
<td>81,770</td>
</tr>
<tr>
<td><strong>NET SERVICE INCOME / (LOSS)</strong></td>
<td>(83,512) (69,238) (14,274)</td>
</tr>
<tr>
<td><strong>DIRECT EVENT INCOME</strong></td>
<td>(1,742)</td>
</tr>
<tr>
<td><strong>SURCHARGE REVENUE</strong></td>
<td>14,473</td>
</tr>
<tr>
<td><strong>SUITE TICKET REVENUE</strong></td>
<td>7,546</td>
</tr>
<tr>
<td><strong>TICKETING SYSTEM REVENUE</strong></td>
<td>24,054</td>
</tr>
<tr>
<td><strong>ANCILLARY INCOME</strong></td>
<td></td>
</tr>
<tr>
<td>CONCESSIONS</td>
<td>110,083</td>
</tr>
<tr>
<td>SUITE &amp; SHOW CATERING</td>
<td>29,898</td>
</tr>
<tr>
<td>RESTAURANT</td>
<td>38,926</td>
</tr>
<tr>
<td>NOVELTY</td>
<td>3,934</td>
</tr>
<tr>
<td><strong>TOTAL ANCILLARY INCOME</strong></td>
<td>182,841</td>
</tr>
<tr>
<td><strong>EVENT OPERATING INCOME</strong></td>
<td>227,172</td>
</tr>
<tr>
<td><strong>INDIRECT EXPENSES:</strong></td>
<td></td>
</tr>
<tr>
<td>EXECUTIVE</td>
<td>12,963</td>
</tr>
<tr>
<td>BOX OFFICE</td>
<td>15,027</td>
</tr>
<tr>
<td>FINANCE</td>
<td>18,357</td>
</tr>
<tr>
<td>EVENTS</td>
<td>5,677</td>
</tr>
<tr>
<td>OPERATIONS</td>
<td>108,696</td>
</tr>
<tr>
<td>MARKETING</td>
<td>3,010</td>
</tr>
<tr>
<td>GROUP SALES</td>
<td>2,781</td>
</tr>
<tr>
<td>CORPORATE SALES</td>
<td>5,406</td>
</tr>
<tr>
<td>FOOD &amp; BEVERAGE</td>
<td>50,157</td>
</tr>
<tr>
<td>OVERHEAD BURDEN</td>
<td>31,314</td>
</tr>
<tr>
<td><strong>TOTAL INDIRECT EXPENSES</strong></td>
<td>271,990</td>
</tr>
<tr>
<td><strong>GROSS BUILDING OPERATING INCOME</strong></td>
<td>(44,818) (96,372) 27,686</td>
</tr>
<tr>
<td><strong>OTHER INCOME</strong></td>
<td></td>
</tr>
<tr>
<td>Naming Rights</td>
<td>6,559</td>
</tr>
<tr>
<td>Loyalty Rights</td>
<td>3,525</td>
</tr>
<tr>
<td>Suite Revenue</td>
<td>40,507</td>
</tr>
<tr>
<td>Club Revenue</td>
<td>0</td>
</tr>
<tr>
<td>Food &amp; Beverage Revenue</td>
<td>(3,403)</td>
</tr>
<tr>
<td>Advertising</td>
<td>26,019</td>
</tr>
<tr>
<td>Ticket Order Revenue</td>
<td>4,680</td>
</tr>
<tr>
<td>Room Rental Revenues</td>
<td>0</td>
</tr>
<tr>
<td>Capital Replacement Fund</td>
<td>0</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>250</td>
</tr>
<tr>
<td><strong>TOTAL OTHER INCOME</strong></td>
<td>138,733</td>
</tr>
<tr>
<td><strong>Net Income from Operations</strong></td>
<td>93,915</td>
</tr>
</tbody>
</table>

### Extraordinary Item

City Directed Budget Reduction 0 (2,500) 0 (2,500)

### Net Income/(Loss)

<table>
<thead>
<tr>
<th>Year To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>98,218</td>
</tr>
</tbody>
</table>

**For the Period Ending January 31, 2013**
### XYZ Arena

**Income Statement**

**For the Period Ending January 31, 2013**

<table>
<thead>
<tr>
<th>Non Cash Expenses</th>
<th>Period To Date</th>
<th>Year To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Curr Budget</td>
</tr>
<tr>
<td>Depreciation Expense</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Bad Debt Expense</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**OPERATING CASH FLOW FOR DISTRIBUTION**

<table>
<thead>
<tr>
<th></th>
<th>Period To Date</th>
<th>Year To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>98,218</td>
<td>68,520</td>
</tr>
</tbody>
</table>

**GROSS REVENUE RECAP:**

<table>
<thead>
<tr>
<th></th>
<th>Period To Date</th>
<th>Year To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Curr Budget</td>
</tr>
<tr>
<td><strong>GROSS TICKET REVENUE</strong></td>
<td>908,628</td>
<td>949,550</td>
</tr>
<tr>
<td><strong>GROSS SPONSORSHIP/OTHER REVENUE</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GROSS CONCESSIONS REVENUE</strong></td>
<td>191,602</td>
<td>162,375</td>
</tr>
<tr>
<td><strong>GROSS CATERING/SUITE REVENUE</strong></td>
<td>118,875</td>
<td>92,100</td>
</tr>
<tr>
<td><strong>GROSS NOVELTY REVENUE</strong></td>
<td>25,690</td>
<td>57,500</td>
</tr>
<tr>
<td><strong>GROSS SURCHARGE/FACILITY FEE REVENUE</strong></td>
<td>8,527</td>
<td>0</td>
</tr>
<tr>
<td><strong>GROSS SUITE TICKET REVENUE</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GROSS NAMING/POURING RIGHTS REVENUE</strong></td>
<td>10,084</td>
<td>10,192</td>
</tr>
<tr>
<td><strong>GROSS SUITE RENTAL REVENUE</strong></td>
<td>40,507</td>
<td>47,050</td>
</tr>
<tr>
<td><strong>GROSS SUITE LEASES REVENUE</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GROSS CLUB SEAT REVENUE</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GROSS ADVERTISING/SPONSOR REVENUE</strong></td>
<td>33,068</td>
<td>36,000</td>
</tr>
<tr>
<td><strong>GROSS TICKETING SYSTEM REVENUE</strong></td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**TOTAL GROSS REVENUE**

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Curr Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,336,980</td>
<td>1,354,767</td>
</tr>
</tbody>
</table>

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**Operating Cash Flow for Distribution**

<table>
<thead>
<tr>
<th></th>
<th>Period To Date</th>
<th>Year To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>98,218</td>
<td>68,520</td>
</tr>
</tbody>
</table>

---

**Gross Revenue Recap:**

<table>
<thead>
<tr>
<th></th>
<th>Period To Date</th>
<th>Year To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROSS TICKET REVENUE</strong></td>
<td>908,628</td>
<td>949,550</td>
</tr>
<tr>
<td><strong>GROSS SPONSORSHIP/OTHER REVENUE</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GROSS CONCESSIONS REVENUE</strong></td>
<td>191,602</td>
<td>162,375</td>
</tr>
<tr>
<td><strong>GROSS CATERING/SUITE REVENUE</strong></td>
<td>118,875</td>
<td>92,100</td>
</tr>
<tr>
<td><strong>GROSS NOVELTY REVENUE</strong></td>
<td>25,690</td>
<td>57,500</td>
</tr>
<tr>
<td><strong>GROSS SURCHARGE/FACILITY FEE REVENUE</strong></td>
<td>8,527</td>
<td>0</td>
</tr>
<tr>
<td><strong>GROSS SUITE TICKET REVENUE</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GROSS NAMING/POURING RIGHTS REVENUE</strong></td>
<td>10,084</td>
<td>10,192</td>
</tr>
<tr>
<td><strong>GROSS SUITE RENTAL REVENUE</strong></td>
<td>40,507</td>
<td>47,050</td>
</tr>
<tr>
<td><strong>GROSS SUITE LEASES REVENUE</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GROSS CLUB SEAT REVENUE</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>GROSS ADVERTISING/SPONSOR REVENUE</strong></td>
<td>33,068</td>
<td>36,000</td>
</tr>
<tr>
<td><strong>GROSS TICKETING SYSTEM REVENUE</strong></td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Total Gross Revenue**

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Curr Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,336,980</td>
<td>1,354,767</td>
</tr>
<tr>
<td></td>
<td>Period To Date</td>
<td>Year To Date</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------------</td>
<td>--------------</td>
</tr>
<tr>
<td></td>
<td>Actual</td>
<td>Curr Budget</td>
</tr>
<tr>
<td></td>
<td>Actual</td>
<td>Curr Budget</td>
</tr>
<tr>
<td>Naming Rights</td>
<td>6,559</td>
<td>6,667</td>
</tr>
<tr>
<td>Exclusivity Rights</td>
<td>3,525</td>
<td>3,525</td>
</tr>
<tr>
<td>TOTAL NAMING RIGHTS</td>
<td>10,084</td>
<td>10,192</td>
</tr>
<tr>
<td>Suite Rentals</td>
<td>6,606</td>
<td>8,000</td>
</tr>
<tr>
<td>Suite Ticket Revenue</td>
<td>2,375</td>
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</tr>
<tr>
<td>Suite Leases</td>
<td>31,526</td>
<td>39,050</td>
</tr>
<tr>
<td>TOTAL SUITE REVENUE</td>
<td>40,507</td>
<td>47,050</td>
</tr>
<tr>
<td>Advertising</td>
<td>33,068</td>
<td>36,000</td>
</tr>
<tr>
<td>Advertising Commissions</td>
<td>(7,049)</td>
<td>(4,200)</td>
</tr>
<tr>
<td>Advertising Expenses</td>
<td>0</td>
<td>(5,050)</td>
</tr>
<tr>
<td>TOTAL ADVERTISING</td>
<td>26,019</td>
<td>26,750</td>
</tr>
<tr>
<td>F&amp;B Sales</td>
<td>13,802</td>
<td>13,900</td>
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<tr>
<td>Service Fees</td>
<td>819</td>
<td>0</td>
</tr>
<tr>
<td>Royalties on Sales</td>
<td>(1,089)</td>
<td>0</td>
</tr>
<tr>
<td>Commissions on Sales</td>
<td>(404)</td>
<td>0</td>
</tr>
<tr>
<td>Food &amp; Beverage Cost of Sales</td>
<td>(16,529)</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL FOOD &amp; BEVERAGE REVENUE</td>
<td>(3,401)</td>
<td>13,900</td>
</tr>
<tr>
<td>Ice Rentals - Miscellaneous</td>
<td>32,144</td>
<td>59,000</td>
</tr>
<tr>
<td>Ice Rental - DCAHL</td>
<td>23,127</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL ICE RENTALS</td>
<td>55,271</td>
<td>59,000</td>
</tr>
<tr>
<td>Interest and Dividends</td>
<td>2,297</td>
<td>1,500</td>
</tr>
<tr>
<td>Room Rentals</td>
<td>0</td>
<td>250</td>
</tr>
<tr>
<td>ATM Surcharge Income</td>
<td>684</td>
<td>750</td>
</tr>
<tr>
<td>Fulfillment Fee - NET</td>
<td>2,500</td>
<td>3,500</td>
</tr>
<tr>
<td>Ticket Order Charge</td>
<td>4,680</td>
<td>4,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>92</td>
<td>500</td>
</tr>
<tr>
<td>TOTAL MISCELLANEOUS REVENUE</td>
<td>10,254</td>
<td>10,500</td>
</tr>
<tr>
<td>TOTAL INCOME</td>
<td>138,734</td>
<td>167,392</td>
</tr>
</tbody>
</table>
XYZ Arena
CONSOLIDATED INDIRECT DEPARTMENTS
For the Period Ending January 31, 2013
Period To Date
Year To Date
Actual Curr Budget Budget Var Actual Curr Budget Budget Var Actual
Salaries
Part Time Wages
Employee Incentive
Commissions- Payroll
Overhead Fee
Payroll Taxes
Payroll Taxes Part Time
Travel and Entertainment
Meetings, Conv, Training
How You Doin'
Dues and Subscriptions
Promotions
Bank Charges
Customer Relations
Payroll Service Charges
Credit Card Fees
Advertising & Public Relations
Institutional Advertising
Commissions Billed to Event
Auto Mileage
Suite Entertainment
DCAHL Expenses
Armored Car
Miscellaneous
Uniforms and Laundry
Contracted Services
Snow Removal
Utilities
Beer Gas
Inspections
License and Permits
Cable Television
HVAC
Building Supplies
Repairs and Maintenance
Supplies
Janitorial
F&B Incentive
Pest Control
Trash Removal
Smallware/Shop Supplies
Linens and Laundry
Cleaning Supplies
Equipment
Postage
Printing
Office Supplies
Ticket Stock
Telephone
Employee Benefits
Good & Welfare
Relocation & Recruitment
Computer Expense
Web Site
Professional Fees
Management Fee
Advertising Revenue
Builiding Insurance
Total Expenses

Annual
Annual Budget Budget Var %

89,631
94,068
4,437 89,631
94,068
4,437 89,631
1,102,368 1,012,737
8
28,298
26,286
(2,012) 28,298
26,286
(2,012) 28,298
312,901
284,603
9
0
0
0
0
0
0
0
62,577
62,577
0
1,467
1,144
(323)
1,467
1,144
(323)
1,467
12,785
11,318 11
2,083
2,083
0
2,083
2,083
0
2,083
25,000
22,917
8
9,220
9,596
376
9,220
9,596
376
9,220
103,777
94,557
9
3,285
2,279
(1,006)
3,285
2,279
(1,006)
3,285
27,197
23,912 12
852
539
(313)
852
539
(313)
852
8,630
7,778 10
0
0
0
0
0
0
0
40,450
40,450
0
323
0
(323)
323
0
(323)
323
6,200
5,877
5
289
374
85
289
374
85
289
4,490
4,201
6
0
225
225
0
225
225
0
7,160
7,160
0
75
250
175
75
250
175
75
3,000
2,925
3
118
50
(68)
118
50
(68)
118
2,750
2,632
4
2,450
1,500
(950)
2,450
1,500
(950)
2,450
18,000
15,550 14
3,046
3,000
(46)
3,046
3,000
(46)
3,046
34,000
30,954
9
219
225
6
219
225
6
219
2,700
2,481
8
0
0
0
0
0
0
0
2,000
2,000
0
(693)
(258)
435
(693)
(258)
435
(693)
(3,100)
(2,407) 22
0
122
122
0
122
122
0
2,010
2,010
0
0
0
0
0
0
0
0
6,050
6,050
0
10,214
10,015
(199) 10,214
10,015
(199) 10,214
200,817
190,603
5
2,850
2,117
(733)
2,850
2,117
(733)
2,850
18,560
15,710 15
20
465
445
20
465
445
20
4,750
4,730
0
364
1,090
726
364
1,090
726
364
16,280
15,916
2
2,307
3,545
1,238
2,307
3,545
1,238
2,307
42,527
40,220
5
5,442
6,000
558
5,442
6,000
558
5,442
48,955
43,513 11
49,456
52,221
2,765 49,456
52,221
2,765 49,456
533,441
483,985
9
624
350
(274)
624
350
(274)
624
4,000
3,376 16
4,238
210
(4,028)
4,238
210
(4,028)
4,238
2,520
(1,718) 168
48
97
50
48
97
50
48
1,350
1,303
4
781
890
109
781
890
109
781
10,680
9,899
7
0
1,335
1,335
0
1,335
1,335
0
16,000
16,000
0
3,896
5,500
1,604
3,896
5,500
1,604
3,896
33,400
29,504 12
3,760
7,500
3,740
3,760
7,500
3,740
3,760
64,000
60,240
6
0
0
0
0
0
0
0
1,250
1,250
0
2,399
3,290
891
2,399
3,290
891
2,399
39,500
37,101
6
16,214
15,000
(1,214) 16,214
15,000
(1,214) 16,214
129,625
113,411 13
160
375
215
160
375
215
160
4,500
4,340
4
873
1,250
377
873
1,250
377
873
15,000
14,127
6
0
0
0
0
0
0
0
8,000
8,000
0
874
217
(657)
874
217
(657)
874
2,605
1,731 34
0
625
625
0
625
625
0
7,500
7,500
0
1,022
750
(272)
1,022
750
(272)
1,022
12,800
11,778
8
357
305
(52)
357
305
(52)
357
3,856
3,499
9
190
45
(145)
190
45
(145)
190
10,575
10,385
2
1,005
1,196
191
1,005
1,196
191
1,005
14,400
13,395
7
0
0
0
0
0
0
0
8,000
8,000
0
3,560
4,262
702
3,560
4,262
702
3,560
51,180
47,620
7
7,500
7,598
98
7,500
7,598
98
7,500
103,635
96,135
7
3,448
3,540
92
3,448
3,540
92
3,448
4,980
1,532 69
0
0
0
0
0
0
0
1,000
1,000
0
8,188
7,738
(450)
8,188
7,738
(450)
8,188
92,850
84,662
9
865
521
(344)
865
521
(344)
865
6,250
5,385 14
0
835
835
0
835
835
0
10,000
10,000
0
21,395
21,218
(177) 21,395
21,218
(177) 21,395
254,616
233,222
8
(1,911)
(650)
1,261 (1,911)
(650)
1,261 (1,911)
(6,000)
(4,089) 32
2,579
4,209
1,630
2,579
4,209
1,630
2,579
50,143
47,564
5
------------ ---------------- --------------- ------------ ---------------- --------------- ------------ -------------------- --------------- -----293,381
305,142
11,761 293,381
305,142
11,761 293,381
3,604,490 3,311,109
8


**Note:** This an example of a single departmental detail schedule. A similar report will be generated for each operating department.

### XYZ Arena

**EXECUTIVE DEPARTMENT**  
For the Period Ending January 31, 2013

<table>
<thead>
<tr>
<th></th>
<th>Period To Date</th>
<th>Year To Date</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Curr Budget</td>
<td>Budget Var</td>
</tr>
<tr>
<td>Salaries</td>
<td>10,671</td>
<td>10,815</td>
<td>144</td>
</tr>
<tr>
<td></td>
<td>121,559</td>
<td>110,888</td>
<td>9</td>
</tr>
<tr>
<td>Employee Incentive</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>1,107</td>
<td>1,200</td>
<td>93</td>
</tr>
<tr>
<td></td>
<td>11,338</td>
<td>10,231</td>
<td>10</td>
</tr>
<tr>
<td>Travel and Entertainment</td>
<td>51</td>
<td>60</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>1,150</td>
<td>1,099</td>
<td>4</td>
</tr>
<tr>
<td>Meetings, Conv, Training</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Dues and Subscriptions</td>
<td>10</td>
<td>8</td>
<td>(2)</td>
</tr>
<tr>
<td></td>
<td>100</td>
<td>90</td>
<td>10</td>
</tr>
<tr>
<td>Auto Mileage</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Postage</td>
<td>14</td>
<td>25</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>300</td>
<td>286</td>
<td>5</td>
</tr>
<tr>
<td>Printing</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>29</td>
<td>25</td>
<td>(4)</td>
</tr>
<tr>
<td></td>
<td>500</td>
<td>471</td>
<td>6</td>
</tr>
<tr>
<td>Telephone</td>
<td>115</td>
<td>145</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>1,740</td>
<td>1,625</td>
<td>7</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>965</td>
<td>965</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>11,996</td>
<td>11,031</td>
<td>8</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>12,963</td>
<td>13,243</td>
<td>280</td>
</tr>
<tr>
<td></td>
<td>173,046</td>
<td>160,083</td>
<td>7</td>
</tr>
</tbody>
</table>
### XYZ Arena

**OVERHEAD BURDEN**

For the Period Ending January 31, 2013

<table>
<thead>
<tr>
<th></th>
<th>Period To Date</th>
<th>Year To Date</th>
<th>Annual</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Curr Budget</td>
<td>Budget Var</td>
<td>Actual</td>
</tr>
<tr>
<td>Part Time Wages</td>
<td>120</td>
<td>312</td>
<td>192</td>
<td>120</td>
</tr>
<tr>
<td>Overhead Fee</td>
<td>2,083</td>
<td>2,083</td>
<td>0</td>
<td>2,083</td>
</tr>
<tr>
<td>Payroll Taxes Part Time</td>
<td>10</td>
<td>31</td>
<td>21</td>
<td>10</td>
</tr>
<tr>
<td>Meetings, Conv, Training</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>How You Doin’</td>
<td>323</td>
<td>0</td>
<td>(323)</td>
<td>323</td>
</tr>
<tr>
<td>Customer Relations</td>
<td>118</td>
<td>0</td>
<td>(118)</td>
<td>118</td>
</tr>
<tr>
<td>Advertising &amp; Public Relations</td>
<td>219</td>
<td>225</td>
<td>6</td>
<td>219</td>
</tr>
<tr>
<td>Supplies</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>F&amp;B Incentive</td>
<td>16,214</td>
<td>15,000</td>
<td>(1,214)</td>
<td>16,214</td>
</tr>
<tr>
<td>Equipment</td>
<td>1,022</td>
<td>750</td>
<td>(272)</td>
<td>1,022</td>
</tr>
<tr>
<td>Postage</td>
<td>188</td>
<td>85</td>
<td>(103)</td>
<td>188</td>
</tr>
<tr>
<td>Printing</td>
<td>190</td>
<td>0</td>
<td>(190)</td>
<td>190</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>144</td>
<td>400</td>
<td>256</td>
<td>144</td>
</tr>
<tr>
<td>Telephone</td>
<td>1,541</td>
<td>2,080</td>
<td>539</td>
<td>1,541</td>
</tr>
<tr>
<td>Good &amp; Welfare</td>
<td>3,448</td>
<td>3,540</td>
<td>92</td>
<td>3,448</td>
</tr>
<tr>
<td>Relocation &amp; Recruitment</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Computer Expense</td>
<td>4,048</td>
<td>3,510</td>
<td>(538)</td>
<td>4,048</td>
</tr>
<tr>
<td>Web Site</td>
<td>442</td>
<td>500</td>
<td>58</td>
<td>442</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>0</td>
<td>835</td>
<td>835</td>
<td>0</td>
</tr>
<tr>
<td>Building Insurance</td>
<td>1,204</td>
<td>2,300</td>
<td>1,096</td>
<td>1,204</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>31,314</td>
<td>31,651</td>
<td>337</td>
<td>31,314</td>
</tr>
</tbody>
</table>
Note: This report summarizes the event income for all events held during the reporting period

XYZ Arena
MONTHLY EVENT INCOME STATEMENT
Monthly Event Income Statement- All Events
For the Period Ending January 31, 2013

<table>
<thead>
<tr>
<th></th>
<th>Period To Date</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Curr Budget</td>
<td>Budget Var</td>
</tr>
<tr>
<td>Number of Events</td>
<td>14</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>Total Paid General</td>
<td>29,641</td>
<td>32,350</td>
<td>(2,709)</td>
</tr>
<tr>
<td>Total Paid Suites</td>
<td>2,107</td>
<td>1,700</td>
<td>407</td>
</tr>
<tr>
<td>Total Paid Club Seats</td>
<td>2,426</td>
<td>2,000</td>
<td>426</td>
</tr>
<tr>
<td>Total Paid Groups</td>
<td>7,125</td>
<td>200</td>
<td>6,925</td>
</tr>
<tr>
<td>Turnstile Attendance- General</td>
<td>25,958</td>
<td>32,350</td>
<td>(6,392)</td>
</tr>
<tr>
<td>Turnstile Attendance- Suites</td>
<td>1,679</td>
<td>1,700</td>
<td>(21)</td>
</tr>
<tr>
<td>Turnstile Attendance- Club Seats</td>
<td>2,025</td>
<td>2,000</td>
<td>25</td>
</tr>
<tr>
<td>Turnstile Attendance- Groups</td>
<td>6,485</td>
<td>200</td>
<td>6,285</td>
</tr>
</tbody>
</table>

REVENUE
Gross Ticket Revenue          $908,628   $949,550   ($40,922)
Other Event Revenue           0           0           0
Sponsorship Revenue           0           0           0
Other Expenses                0           0           0
Less Taxes                    (106,963)  (109,242)  2,279
NET REVENUE                   801,665    840,308    (38,643)

Tenant Charges                719,894    765,307    45,413

NET RENT INCOME               81,770     75,001     6,769
NET SERVICE INCOME (LOSS)     (83,512)   (69,238)  (14,274)

DIRECT EVENT INCOME           (1,742)    5,763     (7,505)

Net Facility Fee              14,473     16,372     (1,899)
Net Suite Tickets             7,546      0         7,546
Net Ticket Convenience Fees   24,054     5,340     18,714

ANCILLARY INCOME (NET)
Concessions                   110,083    96,164    13,919
Catering                      29,898     19,694    10,204
Sub Contractors               0          0          0
Sports Cafe                   0          0          0
Restaurant                    38,926     35,590     3,336
Novelty                       3,934      8,625     (4,691)

TOTAL ANCILLARY INCOME        182,841    160,073    22,768

EVENT OPERATING INCOME        227,172    187,548    39,624
Note: This report summarizes the event income for all individual events for an event type. This report will appear for each type of event held during the reporting period.

XYZ Arena
MONTHLY EVENT INCOME STATEMENT
Regular Season Basketball
For the Period Ending January 31, 2013

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Curr Budget</th>
<th>Budget Var</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Events</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Paid General</strong></td>
<td>2,821</td>
<td>3,200</td>
<td>(379)</td>
</tr>
<tr>
<td><strong>Total Paid Suites</strong></td>
<td>90</td>
<td>0</td>
<td>90</td>
</tr>
<tr>
<td><strong>Total Paid Club Seats</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Paid Groups</strong></td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td><strong>Turnstile Attendance- General</strong></td>
<td>2,155</td>
<td>3,200</td>
<td>(1,045)</td>
</tr>
<tr>
<td><strong>Turnstile Attendance- Suites</strong></td>
<td>55</td>
<td>0</td>
<td>55</td>
</tr>
<tr>
<td><strong>Turnstile Attendance- Club Seats</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Turnstile Attendance- Groups</strong></td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
</tbody>
</table>

**REVENUE**
- **Gross Ticket Revenue**: $4,072
- **Other Event Revenue**: 0
- **Sponsorship Revenue**: 0
- **Other Expenses**: 0
- **Less Taxes**: (3,421)

**NET REVENUE**: 651

**Tenant Charges**: (5,350)

**NET RENT INCOME**: 6,000

**NET SERVICE INCOME (LOSS)**
- (6,145)
- (9,876)
- 3,731

**DIRECT EVENT INCOME**: (145)

- **Net Facility Fee**: 0
- **Net Suite Tickets**: 0
- **Net Ticket Convenience Fees**: 84

**ANCILLARY INCOME (NET)**
- **Concessions**: 3,957
- **Catering**: 0
- **Sub Contractors**: 0
- **Sports Cafe**: 0
- **Restaurant**: 1,473
- **Novelty**: 0

**TOTAL ANCILLARY INCOME**: 5,430

**EVENT OPERATING INCOME**: 5,369
Note: This is an example of the Event Income Statement for a single event for the month. This report will appear for each event held for the month.

XYZ Arena
INDIVIDUAL EVENT INCOME STATEMENT
Team #1 vs Team #2 - Jan.03.13
For the Period Ending January 31, 2013

<table>
<thead>
<tr>
<th>Period To Date</th>
<th>Actual</th>
<th>Curr Budget</th>
<th>Budget Var</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Events</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Total Paid General</td>
<td>2,253</td>
<td>800</td>
<td>1,453</td>
</tr>
<tr>
<td>Total Paid Suites</td>
<td>40</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td>Total Paid Club Seats</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Paid Groups</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Turnstile Attendance- General</td>
<td>1,801</td>
<td>800</td>
<td>1,001</td>
</tr>
<tr>
<td>Turnstile Attendance- Suites</td>
<td>26</td>
<td>0</td>
<td>26</td>
</tr>
<tr>
<td>Turnstile Attendance- Club Seats</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Turnstile Attendance- Groups</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

REVENUE
Gross Ticket Revenue | $786 | $12,800 | ($12,014) |
Other Event Revenue | 0 | 0 | 0 |
Sponsorship Revenue | 0 | 0 | 0 |
Less: GST | (887) | (1,473) | 586 |

NET REVENUE | (101) | 11,327 | (11,428) |
Promoter Proceeds | (6,225) | 5,639 | 11,864 |

Building Proceeds | 6,124 | 5,688 | 436 |
NET RENTAL INCOME | 1,500 | 1,500 | 0 |

SERVICES INCOME
Advertising Billed | 0 | 0 | 0 |
Advertising Expense | 0 | 0 | 0 |

Net Income (Loss) | 0 | 0 | 0 |
Markup % | 0% | 0% | 0% |

Production Billed | 0 | 0 | 0 |
Production Expense | 0 | 0 | 0 |

Net Income (Loss) | 0 | 0 | 0 |
Markup % | 0% | 0% | 0% |

EMT Billed | 150 | 0 | 150 |
EMT Expenses | 150 | 0 | (150) |

Net Income (Loss) | 0 | 0 | 0 |
Markup % | 0% | 0% | 0% |
### XYZ Arena

**INDIVIDUAL EVENT INCOME STATEMENT**

**Team #1 vs Team #2 - Jan.03.13**

For the Period Ending January 31, 2013

<table>
<thead>
<tr>
<th>Account</th>
<th>Actual</th>
<th>Curr Budget</th>
<th>Budget Var</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stagehands Billed</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Stagehands Payroll</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Stagehands Payrol Taxes</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Markup %</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Event Staff Billed</td>
<td>1,401</td>
<td>1,575</td>
<td>(174)</td>
</tr>
<tr>
<td>Event Staff Payroll</td>
<td>3,273</td>
<td>3,075</td>
<td>(198)</td>
</tr>
<tr>
<td>Event Staff Payroll Taxes</td>
<td>224</td>
<td>0</td>
<td>(224)</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>(2,096)</td>
<td>(1,500)</td>
<td>(596)</td>
</tr>
<tr>
<td>Markup %</td>
<td>-150%</td>
<td>-95%</td>
<td>-54%</td>
</tr>
<tr>
<td>Box Office Fee</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ticket Sellers Billed</td>
<td>108</td>
<td>400</td>
<td>(292)</td>
</tr>
<tr>
<td>Box Office Expense</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ticket Sellers Payroll</td>
<td>347</td>
<td>400</td>
<td>53</td>
</tr>
<tr>
<td>Ticket Sellers Payroll Taxes</td>
<td>22</td>
<td>0</td>
<td>(22)</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>(261)</td>
<td>0</td>
<td>(261)</td>
</tr>
<tr>
<td>Markup %</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Security Payroll Billed</td>
<td>256</td>
<td>405</td>
<td>(149)</td>
</tr>
<tr>
<td>Security Payroll</td>
<td>370</td>
<td>405</td>
<td>35</td>
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<td>Security Payroll Taxes</td>
<td>32</td>
<td>0</td>
<td>(32)</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>224</td>
<td>405</td>
<td>(181)</td>
</tr>
<tr>
<td>Markup %</td>
<td>88%</td>
<td>100%</td>
<td>-13%</td>
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<tr>
<td>Electrican Billed</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Electrican Expense</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Markup %</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Conversion Billed</td>
<td>1,693</td>
<td>965</td>
<td>728</td>
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<tr>
<td>Conversion Payroll</td>
<td>1,687</td>
<td>839</td>
<td>(848)</td>
</tr>
<tr>
<td>Conversion Payroll Taxes</td>
<td>122</td>
<td>0</td>
<td>(122)</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>(116)</td>
<td>126</td>
<td>(242)</td>
</tr>
<tr>
<td>Markup %</td>
<td>-7%</td>
<td>13%</td>
<td>-20%</td>
</tr>
<tr>
<td>Event Crew Billed</td>
<td>120</td>
<td>0</td>
<td>120</td>
</tr>
<tr>
<td>Event Crew Payroll</td>
<td>96</td>
<td>0</td>
<td>(96)</td>
</tr>
<tr>
<td>Event Crew Payroll Taxes</td>
<td>8</td>
<td>0</td>
<td>(8)</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>16</td>
<td>0</td>
<td>16</td>
</tr>
<tr>
<td>Markup %</td>
<td>13%</td>
<td>0%</td>
<td>13%</td>
</tr>
</tbody>
</table>
**INDIVIDUAL EVENT INCOME STATEMENT**

**Team #1 vs Team #2 - Jan.03.13**

**For the Period Ending January 31, 2013**

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Curr Budget</th>
<th>Budget Var</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Attendants Billed</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Event Attendants Expense</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Markup %</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Groups Sales Commissions Billed</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Groups Sales Commissions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Markup %</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Groups Sales Expense Billed</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Groups Sales Expense</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Markup %</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>House Sound Billed</td>
<td>100</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>House Sound Payroll</td>
<td>100</td>
<td>0</td>
<td>(100)</td>
</tr>
<tr>
<td>House Sound Payroll Taxes</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Markup %</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Post Event Clean Up Billed</td>
<td>772</td>
<td>655</td>
<td>117</td>
</tr>
<tr>
<td>Post Event Clean Up Expense</td>
<td>723</td>
<td>1,750</td>
<td>1,027</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>49</td>
<td>(1,095)</td>
<td>1,144</td>
</tr>
<tr>
<td>Markup %</td>
<td>6%</td>
<td>-167%</td>
<td>174%</td>
</tr>
<tr>
<td>Cleaning Supplies Billed</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cleaning Supplies Expense</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Markup %</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Telephone Billed</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Telephone Expense</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Markup %</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Catering Billed</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Catering Expense</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Markup %</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
**XYZ Arena**  
**INDIVIDUAL EVENT INCOME STATEMENT**  
Team #1 vs Team #2 - Jan.03.13  
For the Period Ending January 31, 2013  

<table>
<thead>
<tr>
<th>Period To Date</th>
<th>Actual</th>
<th>Curr Budget</th>
<th>Budget Var</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOCAN Billed</td>
<td>6</td>
<td>102</td>
<td>(96)</td>
</tr>
<tr>
<td>SOCAN Expense</td>
<td>6</td>
<td>102</td>
<td>96</td>
</tr>
</tbody>
</table>

|                  | ---------------- | ---------------- | ---------------- |
| Net Income (Loss) | 0                | 0                | 0               |
| Markup %          | 0%               | 0%               | 0%              |

|                  | ---------------- | ---------------- | ---------------- |
| Insurance Billed  | 0                | 0                | 0               |
| Insurance Expense | 0                | 0                | 0               |

|                  | ---------------- | ---------------- | ---------------- |
| Net Income (Loss) | 0                | 0                | 0               |
| Markup %          | 0%               | 0%               | 0%              |

|                  | ---------------- | ---------------- | ---------------- |
| Other Billed      | 0                | 0                | 0               |
| Other Expense     | 0                | 0                | 0               |

|                  | ---------------- | ---------------- | ---------------- |
| Net Income (Loss) | 0                | 0                | 0               |
| Markup %          | 0%               | 0%               | 0%              |

| Credit Card Billed | 18               | 86               | (68)            |
| Credit Card Expense| 18               | 86               | 68              |

|                  | ---------------- | ---------------- | ---------------- |
| Net Income (Loss) | 0                | 0                | 0               |
| Markup %          | 0%               | 0%               | 0%              |

|                  | ---------------- | ---------------- | ---------------- |
| Merch Display Billed | 0            | 0                | 0               |
| Merch Display Expense | 0             | 0                | 0               |

|                  | ---------------- | ---------------- | ---------------- |
| Net Income (Loss) | 0                | 0                | 0               |
| Markup %          | 0%               | 0%               | 0%              |

|                  | ---------------- | ---------------- | ---------------- |
| OG Relocation Billed | 0              | 0                | 0               |
| OG Relocation Expense | 0             | 0                | 0               |

|                  | ---------------- | ---------------- | ---------------- |
| Net Income (Loss) | 0                | 0                | 0               |
| Markup %          | 0%               | 0%               | 0%              |

**NET SERVICE INCOME (LOSS)**  
(2,587)  
(2,469)  
(118)

**DIRECT EVENT INCOME**  
(1,087)  
(969)  
(118)
### XYZ Arena

**INDIVIDUAL EVENT INCOME STATEMENT**

**Team #1 vs Team #2 - Jan.03.13**

**For the Period Ending January 31, 2013**

<table>
<thead>
<tr>
<th>Period To Date</th>
<th>Actual</th>
<th>Curr Budget</th>
<th>Budget Var</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility Fee</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Less: GST</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Less: RST</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Less: City Share</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net Facility Fee</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Suite Ticket Sales</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Less: GST</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Less: RST</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Less: Promoter Share</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net Suite Revenue</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TICKET CONVENIENCE FEES</strong></td>
<td>6</td>
<td>42</td>
<td>(36)</td>
</tr>
<tr>
<td><strong>ANCILLARY INCOME</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concessions-General</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Per Cap</td>
<td>$3.53</td>
<td>$4.50</td>
<td>(-97)</td>
</tr>
<tr>
<td>Gross Sales</td>
<td>6,362</td>
<td>3,600</td>
<td>2,762</td>
</tr>
<tr>
<td>COS</td>
<td>2,227</td>
<td>1,260</td>
<td>(967)</td>
</tr>
<tr>
<td>Concession Taxes</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TEAM SHARE</td>
<td>1,272</td>
<td>468</td>
<td>(804)</td>
</tr>
<tr>
<td><strong>Net Concessions</strong></td>
<td>2,863</td>
<td>1,872</td>
<td>991</td>
</tr>
<tr>
<td><strong>Net %</strong></td>
<td>45%</td>
<td>52%</td>
<td>(-7%)</td>
</tr>
<tr>
<td><strong>Suite &amp; Show Catering</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Sales</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>COS</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Team Share</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net Catering</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net %</strong></td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Restaurant</strong></td>
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<td></td>
</tr>
<tr>
<td>Gross Sales</td>
<td>1,700</td>
<td>1,400</td>
<td>300</td>
</tr>
<tr>
<td>COS</td>
<td>595</td>
<td>490</td>
<td>(105)</td>
</tr>
<tr>
<td>Team Share</td>
<td>340</td>
<td>182</td>
<td>(158)</td>
</tr>
<tr>
<td><strong>Net Sports Cafe</strong></td>
<td>765</td>
<td>728</td>
<td>37</td>
</tr>
<tr>
<td><strong>Net %</strong></td>
<td>45%</td>
<td>52%</td>
<td>(-7%)</td>
</tr>
<tr>
<td><strong>Novelty</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Per Cap</td>
<td>$.00</td>
<td>$.00</td>
<td>$.00</td>
</tr>
<tr>
<td>Gross Sales</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>COS</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net Novelty</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net %</strong></td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>TOTAL ANCILLARY INCOME</strong></td>
<td>3,628</td>
<td>2,600</td>
<td>1,028</td>
</tr>
<tr>
<td><strong>EVENT OPERATING INCOME</strong></td>
<td>2,547</td>
<td>1,673</td>
<td>874</td>
</tr>
</tbody>
</table>
## XYZ ARENA
### YTD SUMMARY REPORT
#### For the Period Ending January 31, 2013

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Curr Budget</th>
<th>Budget Var</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regular Season Basketball</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Events</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Total Paid General</td>
<td>2,821</td>
<td>3,200</td>
<td>(379)</td>
</tr>
<tr>
<td>Total Paid Suites</td>
<td>90</td>
<td>0</td>
<td>90</td>
</tr>
<tr>
<td>Total Paid Club Seats</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Paid Groups</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Turnstile Attendance-General</td>
<td>2,155</td>
<td>3,200</td>
<td>(1,045)</td>
</tr>
<tr>
<td>Turnstile Attendance-Suites</td>
<td>55</td>
<td>0</td>
<td>55</td>
</tr>
<tr>
<td>Turnstile Attendance-Club Seats</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Turnstile Attendance-Suites</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Direct Event Income</td>
<td>(145)</td>
<td>(3,876)</td>
<td>3,731</td>
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<tr>
<td>Suite Income</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Facility Fee</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ticket Convenience Fees</td>
<td>84</td>
<td>168</td>
<td>(84)</td>
</tr>
<tr>
<td>Ancillary Income</td>
<td>5,429</td>
<td>10,400</td>
<td>(4,971)</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>5,369</td>
<td>6,692</td>
<td>(1,323)</td>
</tr>
</tbody>
</table>

|                      |        |             |            |
| **Preseason Lacrosse** |       |             |            |
| Number of Events     | 1      | 1           | 0          |
| Total Paid General   | 588    | 600         | (12)       |
| Total Paid Suites    | 10     | 100         | (90)       |
| Total Paid Club Seats| 0      | 0           | 0          |
| Total Paid Groups    | 0      | 100         | (100)      |
| Turnstile Attendance-General | 387 | 600         | (213)      |
| Turnstile Attendance-Suites | 8    | 100         | (92)       |
| Turnstile Attendance-Club Seats | 0  | 0           | 0          |
| Turnstile Attendance-Suites | 0  | 100         | (100)      |
| Direct Event Income  | (1,104)| (1,029)     | (75)       |
| Suite Income         | 0      | 0           | 0          |
| Facility Fee         | 133    | 0           | 133        |
| Ticket Convenience Fees | 0    | 0           | 0          |
| Ancillary Income     | 1,127  | 2,252       | (1,125)    |
| **TOTAL INCOME**     | 156    | 1,223       | (1,067)    |

|                      |        |             |            |
| **Regular Season Lacrosse** |      |             |            |
| Number of Events     | 1      | 1           | 0          |
| Total Paid General   | 1,073  | 800         | 273        |
| Total Paid Suites    | 20     | 100         | (80)       |
| Total Paid Club Seats| 0      | 0           | 0          |
| Total Paid Groups    | 3      | 100         | (97)       |
| Turnstile Attendance-General | 453 | 800         | (347)      |
| Turnstile Attendance-Suites | 10  | 100         | (90)       |
| Turnstile Attendance-Club Seats | 0  | 0           | 0          |
| Turnstile Attendance-Suites | 3  | 100         | (97)       |
| Direct Event Income  | 2,143  | 1,938       | 205        |
| Suite Income         | 0      | 0           | 0          |
| Facility Fee         | 149    | 885         | (736)      |
| Ticket Convenience Fees | (2)  | 42          | (44)       |
| Ancillary Income     | 1,355  | 3,291       | (1,936)    |
| **TOTAL INCOME**     | 3,645  | 6,156       | (2,511)    |
**XYZ ARENA**  
**YTD SUMMARY REPORT**  
For the Period Ending January 31, 2013

<table>
<thead>
<tr>
<th></th>
<th>Year To Date</th>
<th>Actual</th>
<th>Curr Budget</th>
<th>Budget Var</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hockey - Regular Season</strong></td>
<td></td>
<td></td>
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<td>15,923</td>
<td>17,750</td>
<td>(1,827)</td>
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<tr>
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<td>1,366</td>
<td>1,500</td>
<td>(134)</td>
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<tr>
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<td>2,426</td>
<td>2,000</td>
<td>426</td>
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<tr>
<td>Total Paid Groups</td>
<td>6,989</td>
<td>0</td>
<td>6,989</td>
<td></td>
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<tr>
<td>Turnstile Attendance- General</td>
<td>14,106</td>
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<td>(3,644)</td>
<td></td>
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<tr>
<td>Turnstile Attendance- Suites</td>
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<td>1,500</td>
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<td>Turnstile Attendance- Club Seats</td>
<td>2,025</td>
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<tr>
<td>Turnstile Attendance- Suites</td>
<td>6,349</td>
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<td>6,349</td>
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<tr>
<td>Direct Event Income</td>
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<td>(7,745)</td>
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<td>Suite Income</td>
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<td>0</td>
<td></td>
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<td>0</td>
<td>0</td>
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<tr>
<td>Ticket Convenience Fees</td>
<td>585</td>
<td>930</td>
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<td>Ancillary Income</td>
<td>111,825</td>
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<td><strong>TOTAL INCOME</strong></td>
<td></td>
<td>128,764</td>
<td>89,855</td>
<td>38,909</td>
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</tbody>
</table>

| **Concerts - Half** |              |        |             |            |
| Number of Events    | 1            | 1      | 0           |            |
| Total Paid General  | 5,434        | 5,000  | 434         |            |
| Total Paid Suites   | 307          | 0      | 307         |            |
| Total Paid Club Seats| 0            | 0      | 0           |            |
| Total Paid Groups   | 0            | 0      | 0           |            |
| Turnstile Attendance- General | 5,283    | 5,000  | 283         |            |
| Turnstile Attendance- Suites | 278       | 0      | 278         |            |
| Turnstile Attendance- Club Seats | 0        | 0      | 0           |            |
| Turnstile Attendance- Suites | 0        | 0      | 0           |            |
| Direct Event Income | 2,174        | 2,584  | (410)       |            |
| Suite Income        | 6,877        | 0      | 6,877       |            |
| Facility Fee        | 8,398        | 7,743  | 655         |            |
| Ticket Convenience Fees | 12,405    | 2,100  | 10,305      |            |
| Ancillary Income    | 41,150       | 27,774 | 13,376      |            |
| **TOTAL INCOME**    |              | 71,004 | 40,201      | 30,803     |

| **Concerts - Theatre Mode** |              |        |             |            |
| Number of Events        | 1            | 1      | 0           |            |
| Total Paid General      | 2,012        | 2,500  | (488)       |            |
| Total Paid Suites       | 160          | 0      | 160         |            |
| Total Paid Club Seats   | 0            | 0      | 0           |            |
| Total Paid Groups       | 0            | 0      | 0           |            |
| Turnstile Attendance- General | 1,905    | 2,500  | (595)       |            |
| Turnstile Attendance- Suites | 126       | 0      | 126         |            |
| Turnstile Attendance- Club Seats | 0        | 0      | 0           |            |
| Turnstile Attendance- Suites | 0        | 0      | 0           |            |
| Direct Event Income     | (21,943)     | 5,149  | (27,092)    |            |
| Suite Income            | 438          | 0      | 438         |            |
| Facility Fee            | 2,983        | 3,872  | (889)       |            |
| Ticket Convenience Fees | 5,538        | 1,050  | 4,488       |            |
| Ancillary Income        | 15,858       | 13,055 | 2,803       |            |
| **TOTAL INCOME**        |              | 2,874  | 23,126      | (20,252)   |
### Theatrical

<table>
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<th></th>
<th></th>
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<td>Actual</td>
<td>Curr Budget</td>
<td>Budget Var</td>
</tr>
<tr>
<td>Number of Events</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Total Paid General</td>
<td>1,790</td>
<td>2,500</td>
<td>(710)</td>
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<td>Total Paid Suites</td>
<td>154</td>
<td>0</td>
<td>154</td>
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<tr>
<td>Total Paid Club Seats</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Paid Groups</td>
<td>128</td>
<td>0</td>
<td>128</td>
</tr>
<tr>
<td>Turnstile Attendance- General</td>
<td>1,669</td>
<td>2,500</td>
<td>(831)</td>
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<tr>
<td>Turnstile Attendance- Suites</td>
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<td>133</td>
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<tr>
<td>Turnstile Attendance- Club Seats</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Turnstile Attendance- Suites</td>
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<td>0</td>
<td>128</td>
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<tr>
<td>Direct Event Income</td>
<td>779</td>
<td>8,746</td>
<td>(7,967)</td>
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<tr>
<td>Suite Income</td>
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<tr>
<td>Facility Fee</td>
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<td>3,872</td>
<td>(1,061)</td>
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<td>1,050</td>
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<td>6,631</td>
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<td><strong>TOTAL INCOME</strong></td>
<td><strong>15,360</strong></td>
<td><strong>20,299</strong></td>
<td><strong>(4,939)</strong></td>
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### All Events

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<tr>
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<th>Year To Date</th>
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<th></th>
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</thead>
<tbody>
<tr>
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<td>Actual</td>
<td>Curr Budget</td>
<td>Budget Var</td>
</tr>
<tr>
<td>Number of Events</td>
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<td>14</td>
<td>0</td>
</tr>
<tr>
<td>Total Paid General</td>
<td>29,641</td>
<td>32,350</td>
<td>(2,709)</td>
</tr>
<tr>
<td>Total Paid Suites</td>
<td>2,107</td>
<td>1,700</td>
<td>407</td>
</tr>
<tr>
<td>Total Paid Club Seats</td>
<td>2,426</td>
<td>2,000</td>
<td>426</td>
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<tr>
<td>Total Paid Groups</td>
<td>7,125</td>
<td>200</td>
<td>6,925</td>
</tr>
<tr>
<td>Turnstile Attendance- General</td>
<td>25,958</td>
<td>32,350</td>
<td>(6,392)</td>
</tr>
<tr>
<td>Turnstile Attendance- Suites</td>
<td>1,679</td>
<td>1,700</td>
<td>(21)</td>
</tr>
<tr>
<td>Turnstile Attendance- Club Seats</td>
<td>2,025</td>
<td>2,000</td>
<td>25</td>
</tr>
<tr>
<td>Turnstile Attendance- Suites</td>
<td>6,485</td>
<td>200</td>
<td>6,285</td>
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<tr>
<td>Direct Event Income</td>
<td>(1,742)</td>
<td>5,767</td>
<td>(7,509)</td>
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<tr>
<td>Suite Income</td>
<td>7,546</td>
<td>0</td>
<td>7,546</td>
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<tr>
<td>Facility Fee</td>
<td>14,473</td>
<td>16,372</td>
<td>(1,899)</td>
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<tr>
<td>Ticket Convenience Fees</td>
<td>24,054</td>
<td>5,340</td>
<td>18,714</td>
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<td>Ancillary Income</td>
<td>182,841</td>
<td>160,073</td>
<td>22,768</td>
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<tr>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>227,172</strong></td>
<td><strong>187,552</strong></td>
<td><strong>39,620</strong></td>
</tr>
</tbody>
</table>
## Settlement

**Event:** AC Concert  
**Date(s):** MM/DD/YYYY  
**Promoter:** EFC  
**# of Shows:** 1

<table>
<thead>
<tr>
<th>Gross Ticket Sales</th>
<th>$241,047.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less: Surcharge @ $.50 per sold ticket</td>
<td>3,403.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>237,644.00</td>
</tr>
<tr>
<td>Less: Sales Tax (6%)</td>
<td>13,451.55</td>
</tr>
<tr>
<td><strong>Net Ticket Sales</strong></td>
<td>$224,192.45</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rent</th>
<th>$40,000.00</th>
</tr>
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<tbody>
<tr>
<td>Stagehands</td>
<td>17,044.35</td>
</tr>
<tr>
<td>Credit Card Commissions</td>
<td>1,438.16</td>
</tr>
<tr>
<td>Group Sales Commissions</td>
<td>743.50</td>
</tr>
<tr>
<td>Box Office Fee</td>
<td>2,000.00</td>
</tr>
<tr>
<td><strong>Total Building Expenses</strong></td>
<td>61,226.01</td>
</tr>
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</table>

**Total Proceeds Due Promoter:** $162,966.44

<table>
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<tr>
<th>Advance(s)–Wire Deposits</th>
<th>$0.00</th>
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<tbody>
<tr>
<td>Cash Advances–Day of Event</td>
<td>10,000.00</td>
</tr>
<tr>
<td>Tickets Due Arena</td>
<td>2,592.00</td>
</tr>
<tr>
<td><strong>Net Proceeds Due Promoter</strong></td>
<td>$150,374.44</td>
</tr>
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</table>

**Agreed to & Accepted by,**

---

**Name of Arena / Spectra**
### ARENA NAME

**AC CONCERT**

**MM/DD/YYYY**

<table>
<thead>
<tr>
<th>PRICE</th>
<th>MANIFEST</th>
<th>KILLS</th>
<th>UNSOLD</th>
<th>COMPS</th>
<th>DISCOUNT</th>
<th>SOLD</th>
<th>FULL PRICE</th>
<th>DISCOUNT RECEIPTS</th>
<th>F.C. SALES</th>
<th>SALES</th>
<th>NET RECEIPTS</th>
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<td>2488</td>
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<td>26</td>
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<td>$117,144.00</td>
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<td>$6,538.70</td>
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<td>$1,906.95</td>
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<td>$191.32</td>
<td>$2,592.00</td>
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<td><strong>TOTALS</strong></td>
<td><strong>10163</strong></td>
<td><strong>2651</strong></td>
<td><strong>512</strong></td>
<td><strong>194</strong></td>
<td><strong>324</strong></td>
<td><strong>6482</strong></td>
<td><strong>$229,474.00</strong></td>
<td><strong>$3,241.00</strong></td>
<td><strong>$12,805.64</strong></td>
<td><strong>$213,427.36</strong></td>
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### DISCOUNT TICKETS

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<tr>
<th>EST. BO</th>
<th>REASON FOR DISCOUNT</th>
<th>TOTAL DISCOUNT</th>
<th>DISCOUNT PRICE</th>
<th>S. TICKETS SOLD</th>
<th>GROSS DISCOUNT RECEIPTS</th>
<th>F.C. SALES DOLLARS</th>
<th>SALES TAX</th>
<th>NET RECEIPTS</th>
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<tbody>
<tr>
<td>$36.00</td>
<td>G-GROUP</td>
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<td>$36.00</td>
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<td>$6,444.00</td>
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<td>$8.50</td>
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<td>$3,636.00</td>
<td>$50.50</td>
<td>$202.95</td>
<td>$3,382.55</td>
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<td><strong>$162.00</strong></td>
<td><strong>$645.91</strong></td>
<td><strong>$10,765.09</strong></td>
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<td><strong>$10,765.09</strong></td>
</tr>
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</table>

| TOTAL PAID TICKETS | **6806** |
| COMPS | **194** |

| GRAND TOTAL | **7000** | **$241,047.00** | **$3,403.00** | **$13,451.55** | **$224,192.45** |

| ON CONSIGNMENT TO BE DEDUCTED AT SETTLEMENT | **-2,592.00** |

Date: MM/DD/YYYY

Prepared by: Box Office Manager

Received by:

Signature: ________________________________ Signature: ________________________________
## Event: AC Concert

**Number of Events**

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
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<td>1</td>
<td>0</td>
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</table>

**Paid Attendance**

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<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>6,806</td>
<td>5,313</td>
<td>1,493</td>
</tr>
<tr>
<td>Suites</td>
<td>203</td>
<td>93</td>
<td>111</td>
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</table>

**General Attendance/Turnstile/Drops**

<table>
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<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>5,674</td>
<td>4,765</td>
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**Club Attendance/Turnstile/Drops**

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**Suite Attendance/Turnstile/Drops**

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<th>Unfavorable</th>
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<td>220</td>
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**Total Attendance/Turnstile/Drops**

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<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
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<td>6,959</td>
<td>5,711</td>
<td>1,249</td>
</tr>
</tbody>
</table>

**Average Ticket Price**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>35.42</td>
<td>41.45</td>
<td>(6.03)</td>
</tr>
</tbody>
</table>

**Gross Ticket Sales**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>241,047</td>
<td>220,229</td>
<td>20,818</td>
</tr>
</tbody>
</table>

**Less: Surcharge @$.XX Per Sold Ticket**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,403</td>
<td>5,313</td>
<td>(1,910)</td>
</tr>
</tbody>
</table>

**Sales Tax @ 6%**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>13,452</td>
<td>12,165</td>
<td>(1,286)</td>
</tr>
</tbody>
</table>

**Net Ticket Revenues**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>224,192</td>
<td>202,751</td>
<td>21,442</td>
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</tbody>
</table>

**Sponsorship Revenues**

<table>
<thead>
<tr>
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<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>1,875</td>
<td>(1,875)</td>
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</table>

**Promoter Proceeds**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>162,966</td>
<td>124,001</td>
<td>(38,966)</td>
</tr>
</tbody>
</table>

**Advertising**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Direct Non-Bldg**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>162,966</td>
<td>124,001</td>
<td>(38,966)</td>
</tr>
</tbody>
</table>

**Gross Building Proceeds**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>61,226</td>
<td>80,625</td>
<td>(19,399)</td>
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**Building Expenses**

**Advertising/PR/Marketing**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>6,281</td>
<td>(6,281)</td>
</tr>
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</table>

**Production**

<table>
<thead>
<tr>
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<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>255</td>
<td>3,556</td>
<td>(3,301)</td>
</tr>
</tbody>
</table>

**Changeover**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,150</td>
<td>1,594</td>
<td>556</td>
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</table>

**Arena Setup**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>944</td>
<td>918</td>
<td>26</td>
</tr>
</tbody>
</table>

**Event Staff/Security**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,574</td>
<td>2,931</td>
<td>(357)</td>
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</table>

**Contracted Security**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,546</td>
<td>2,719</td>
<td>(1,173)</td>
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**Police**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>124</td>
<td>259</td>
<td>(136)</td>
</tr>
</tbody>
</table>

**EMT/Firewatch**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>618</td>
<td>1,063</td>
<td>(445)</td>
</tr>
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</table>

**Stagehands**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>17,044</td>
<td>15,744</td>
<td>1,301</td>
</tr>
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</table>

**Building Operators**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>548</td>
<td>803</td>
<td>(256)</td>
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</table>

**Event Ticket Sellers**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>326</td>
<td>300</td>
<td>26</td>
</tr>
</tbody>
</table>

**Adv. Box Office**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,000</td>
<td>750</td>
<td>1,250</td>
</tr>
</tbody>
</table>

**Utilities**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>500</td>
<td>500</td>
<td>0</td>
</tr>
</tbody>
</table>

**Cleaning**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,995</td>
<td>1,800</td>
<td>195</td>
</tr>
</tbody>
</table>

**Supplies**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100</td>
<td>100</td>
<td>0</td>
</tr>
</tbody>
</table>

**Trash Removal**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>50</td>
<td>50</td>
<td>0</td>
</tr>
</tbody>
</table>

**Insurance**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>563</td>
<td>(563)</td>
</tr>
</tbody>
</table>

**Ticket Printing Fees/Commissions**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>350</td>
<td>319</td>
<td>31</td>
</tr>
</tbody>
</table>

**licenses (ASCAP/BMI, OTHER)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>322</td>
<td>(322)</td>
</tr>
</tbody>
</table>

**ArenaVision/Scoreboard/Video**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Group Sales Commissions**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>744</td>
<td>0</td>
<td>744</td>
</tr>
</tbody>
</table>

**Group Sales Expenses**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Damages**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Spotlight Rental**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Miscellaneous**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>205</td>
<td>0</td>
<td>205</td>
</tr>
</tbody>
</table>

**Telephones**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>49</td>
<td>500</td>
<td>(451)</td>
</tr>
</tbody>
</table>

**Credit Card Commissions**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,438</td>
<td>1,500</td>
<td>(62)</td>
</tr>
</tbody>
</table>

**Guarantees**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Catering**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>1,947</td>
<td>(1,947)</td>
</tr>
</tbody>
</table>

**Total Building**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>33,560</td>
<td>44,518</td>
<td>(10,958)</td>
</tr>
</tbody>
</table>

**Net Rent Income**

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Budget</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>27,666</td>
<td>36,107</td>
<td>(8,441)</td>
</tr>
<tr>
<td>SERVICE INCOME</td>
<td>ACTUAL</td>
<td>BUDGET</td>
<td>VARIANCE</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>--------</td>
<td>--------</td>
<td>----------</td>
</tr>
<tr>
<td>GROSS INCOME</td>
<td>33,560</td>
<td>44,518</td>
<td>(10,958)</td>
</tr>
<tr>
<td>ADVERTISING/PR/MARKETING</td>
<td>0</td>
<td>6,281</td>
<td>6,281</td>
</tr>
<tr>
<td>PRODUCTION</td>
<td>255</td>
<td>3,556</td>
<td>3,301</td>
</tr>
<tr>
<td>CHANGEOVER</td>
<td>1,720</td>
<td>1,281</td>
<td>(439)</td>
</tr>
<tr>
<td>ARENA SET-UP</td>
<td>802</td>
<td>574</td>
<td>(228)</td>
</tr>
<tr>
<td>EVENT STAFF/SECURITY</td>
<td>1,993</td>
<td>1,832</td>
<td>(161)</td>
</tr>
<tr>
<td>SECURITY ALLOCATION</td>
<td>83</td>
<td>75</td>
<td>(8)</td>
</tr>
<tr>
<td>CONTRACTED SECURITY</td>
<td>1,546</td>
<td>2,719</td>
<td>1,173</td>
</tr>
<tr>
<td>POLICE</td>
<td>113</td>
<td>195</td>
<td>82</td>
</tr>
<tr>
<td>EMERGENCY FIREWATCH</td>
<td>538</td>
<td>1,023</td>
<td>485</td>
</tr>
<tr>
<td>STAGE HANDS</td>
<td>12,089</td>
<td>10,294</td>
<td>(1,795)</td>
</tr>
<tr>
<td>BUILDING OPERATORS</td>
<td>465</td>
<td>732</td>
<td>267</td>
</tr>
<tr>
<td>EVENT TIX SELLERS</td>
<td>277</td>
<td>188</td>
<td>(89)</td>
</tr>
<tr>
<td>PAYROLL TAXES - All In House</td>
<td>4,316</td>
<td>3,556</td>
<td>(760)</td>
</tr>
<tr>
<td>ADV. BOX OFFICE</td>
<td>2,000</td>
<td>750</td>
<td>(1,250)</td>
</tr>
<tr>
<td>UTILITIES</td>
<td>500</td>
<td>500</td>
<td>0</td>
</tr>
<tr>
<td>CLEANING</td>
<td>1,995</td>
<td>1,800</td>
<td>(195)</td>
</tr>
<tr>
<td>SUPPLIES</td>
<td>100</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>TRASH REMOVAL</td>
<td>50</td>
<td>50</td>
<td>0</td>
</tr>
<tr>
<td>INSURANCE</td>
<td>0</td>
<td>422</td>
<td>422</td>
</tr>
<tr>
<td>TICKET PRINTING FEES/COMMISSIONS</td>
<td>350</td>
<td>319</td>
<td>(31)</td>
</tr>
<tr>
<td>LICENSES (ASCAP/BMI, OTHER)</td>
<td>0</td>
<td>322</td>
<td>322</td>
</tr>
<tr>
<td>ARENAVISION/SCOREBOARD/VIDEO</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GROUP SALES COMMISSIONS</td>
<td>744</td>
<td>0</td>
<td>(744)</td>
</tr>
<tr>
<td>GROUP SALES EXPENSES</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>DAMAGES</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>SPOTLIGHT RENTAL</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>195</td>
<td>0</td>
<td>(195)</td>
</tr>
<tr>
<td>TELEPHONES</td>
<td>49</td>
<td>500</td>
<td>451</td>
</tr>
<tr>
<td>CATERING</td>
<td>0</td>
<td>1,947</td>
<td>1,947</td>
</tr>
<tr>
<td>CREDIT CARD COMMISSIONS</td>
<td>2,169</td>
<td>188</td>
<td>(1,982)</td>
</tr>
<tr>
<td>GUARANTEES</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>32,349</td>
<td>39,200</td>
<td>6,851</td>
</tr>
<tr>
<td>NET SERVICE INC/LOSS</td>
<td>1,211</td>
<td>5,317</td>
<td>(4,107)</td>
</tr>
<tr>
<td>DIRECT EVENT INCOME</td>
<td>28,877</td>
<td>41,425</td>
<td>(12,548)</td>
</tr>
</tbody>
</table>
## AC CONCERT

### Suite Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suite Tickets</td>
<td>7,207</td>
<td>3,700</td>
<td>3,507</td>
</tr>
<tr>
<td>Less Sales Tax</td>
<td>(408)</td>
<td>(209)</td>
<td>(198)</td>
</tr>
<tr>
<td>Less Split</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Less CC and Fees</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Suite Rental Income</td>
<td>0</td>
<td>1,500</td>
<td>(1,500)</td>
</tr>
<tr>
<td><strong>Net Suite Income</strong></td>
<td>6,799</td>
<td>4,991</td>
<td>1,808</td>
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</table>

### Surcharge Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>General &amp; Club Tickets</td>
<td>3,403</td>
<td>5,313</td>
<td>(1,910)</td>
</tr>
<tr>
<td>Suites Tickets</td>
<td>102</td>
<td>93</td>
<td>9</td>
</tr>
<tr>
<td>Club Charge</td>
<td>4,745</td>
<td>3,063</td>
<td>1,683</td>
</tr>
<tr>
<td>Less Sales Tax</td>
<td>(198)</td>
<td>(306)</td>
<td>108</td>
</tr>
<tr>
<td>Less Split</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Less CC and Fees</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Net Surcharge Income</strong></td>
<td>8,051</td>
<td>8,162</td>
<td>(111)</td>
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</table>

### Ancillary Income

#### General Refreshment Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Per Capita</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Sales</td>
<td>3.37</td>
<td>19,099</td>
<td>21,442</td>
<td>(2,343)</td>
</tr>
<tr>
<td>Concessionaires COS</td>
<td>(12,793)</td>
<td>(14,741)</td>
<td>1,949</td>
<td></td>
</tr>
<tr>
<td>Incentive/Split</td>
<td>0</td>
<td>(1,608)</td>
<td>1,608</td>
<td></td>
</tr>
<tr>
<td>Refreshment Comm.</td>
<td>6,306</td>
<td>5,092</td>
<td>1,214</td>
<td></td>
</tr>
<tr>
<td><strong>33.02%</strong></td>
<td>23.75%</td>
<td></td>
<td></td>
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</tbody>
</table>

#### Club Level Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Per Capita</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Sales</td>
<td>1.67</td>
<td>1,774</td>
<td>2,721</td>
<td>(947)</td>
</tr>
<tr>
<td>Concessionaires COS</td>
<td>(1,188)</td>
<td>(1,870)</td>
<td>682</td>
<td></td>
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<tr>
<td>Incentive/Split</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Net Suite Income</strong></td>
<td>586</td>
<td>850</td>
<td>(264)</td>
<td></td>
</tr>
<tr>
<td><strong>33.02%</strong></td>
<td>31.25%</td>
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</table>

#### Suite Level Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Per Capita</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Sales</td>
<td>12.02</td>
<td>2,645</td>
<td>4,843</td>
<td>(2,197)</td>
</tr>
<tr>
<td>Concessionaires COS</td>
<td>(2,022)</td>
<td>(3,632)</td>
<td>1,611</td>
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<tr>
<td>Incentive/Split</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
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<tr>
<td>Clubbox Income</td>
<td>624</td>
<td>1,211</td>
<td>(587)</td>
<td></td>
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<tr>
<td><strong>23.58%</strong></td>
<td>25.00%</td>
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</table>

#### Novelty Income

<table>
<thead>
<tr>
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<th>Per Capita</th>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
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</thead>
<tbody>
<tr>
<td>Novelty Sales</td>
<td>10.56</td>
<td>73,481</td>
<td>29,980</td>
<td>43,501</td>
</tr>
<tr>
<td>Cost of Nov Sales</td>
<td>(63,294)</td>
<td>(26,233)</td>
<td>(37,062)</td>
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<tr>
<td>Incentive/Split</td>
<td>0</td>
<td>(750)</td>
<td>750</td>
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<tr>
<td><strong>Novelty Income</strong></td>
<td>10,187</td>
<td>2,998</td>
<td>7,189</td>
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<tr>
<td><strong>13.86%</strong></td>
<td>10.00%</td>
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### Total Ancillary Income

<table>
<thead>
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<th>Description</th>
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<th>Variance</th>
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<tbody>
<tr>
<td><strong>17,703</strong></td>
<td></td>
<td>10,151</td>
<td>7,551</td>
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### Event Operating Income

<table>
<thead>
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<th>Actual</th>
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<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>61,429</strong></td>
<td></td>
<td>64,729</td>
<td>(3,300)</td>
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</table>
STAFFING FOR THE BUILDING INCLUDES SECURITY PERSONNEL, TICKET TAKERS, TICKET SELLERS, TELEPHONE OPERATOR, AND EMT’S.
CHARGES ARE FOR PERSONNEL WHO ACTUALLY WORK THE EVENT.

<table>
<thead>
<tr>
<th>EVENT SUPERVISORS</th>
<th># OF WORKERS</th>
<th># OF HRS</th>
<th>BLDG COST</th>
<th>COST ESTIMATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEAD</td>
<td>1</td>
<td>6.50</td>
<td>11.35 (H)</td>
<td>$73.78</td>
</tr>
<tr>
<td>MAIN CONCOURSE</td>
<td>1</td>
<td>5.00</td>
<td>11.35 (H)</td>
<td>$56.75</td>
</tr>
<tr>
<td>FLOOR</td>
<td>3</td>
<td>5.25</td>
<td>11.35 (H)</td>
<td>$178.76</td>
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<tr>
<td>BACK OF HOUSE</td>
<td>0</td>
<td>5.00</td>
<td>11.35 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>SUITE</td>
<td>0</td>
<td>5.00</td>
<td>11.35 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>PRE-GAME</td>
<td>0</td>
<td>5.00</td>
<td>11.35 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>POST-GAME</td>
<td>0</td>
<td>5.00</td>
<td>11.35 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>SUPERVISOR TOTAL</td>
<td>5</td>
<td></td>
<td></td>
<td>309.29</td>
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<th># OF HRS</th>
<th>BLDG COST</th>
<th>COST ESTIMATE</th>
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<tbody>
<tr>
<td>TOP OF RAMP</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>CATWALK DOORS</td>
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<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>ZAMBO NI ENTRANCE</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>ZAMBO NI ENTRANCE 109</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>PLAYER TUNNEL</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
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<tr>
<td>STRIKE FORCE GUARD</td>
<td>1</td>
<td>6.50</td>
<td>15.00 (H)</td>
<td>$97.50</td>
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<td>1</td>
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<td></td>
<td>97.50</td>
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<th>EVENT LEVEL</th>
<th># OF WORKERS</th>
<th># OF HRS</th>
<th>BLDG COST</th>
<th>COST ESTIMATE</th>
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<tbody>
<tr>
<td>LOCKER ROOM HALLWAY</td>
<td>1</td>
<td>5.75</td>
<td>9.80 (H)</td>
<td>$56.35</td>
</tr>
<tr>
<td>FLOOR ACROTS / COURT</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>FLOOR SEATING</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>DRESSING ROOMS</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
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<tr>
<td>PRESS DOOR</td>
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<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>LOADING DOCK</td>
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<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>ROVERS</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>BARRICADE</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
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<tr>
<td>MOVE-IN</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>TRUCKS &amp; BUSES</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>PRE-GAME</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>POST-GAME</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>EVENT LEVEL TOTAL</td>
<td>1</td>
<td></td>
<td></td>
<td>56.35</td>
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</table>

<table>
<thead>
<tr>
<th>MAIN CONCOURSE</th>
<th># OF WORKERS</th>
<th># OF HRS</th>
<th>BLDG COST</th>
<th>COST ESTIMATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>TICKET TAKERS</td>
<td>10</td>
<td>4.75</td>
<td>9.80 (H)</td>
<td>$465.50</td>
</tr>
<tr>
<td>GIVE-AWAY</td>
<td>0</td>
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<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>MICRO BREWERY DOOR</td>
<td>0</td>
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<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>VOMITORY POINTS</td>
<td>22</td>
<td>4.75</td>
<td>9.80 (H)</td>
<td>$1,024.10</td>
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<tr>
<td>GUEST SERVICES</td>
<td>1</td>
<td>5.25</td>
<td>9.80 (H)</td>
<td>$51.45</td>
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<tr>
<td>ESCALATOR</td>
<td>1</td>
<td>5.25</td>
<td>9.80 (H)</td>
<td>$51.45</td>
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<tr>
<td>STAIRS TO CLUB</td>
<td>1</td>
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<td>9.80 (H)</td>
<td>$51.45</td>
</tr>
<tr>
<td>STAIRWELLS</td>
<td>3</td>
<td>4.50</td>
<td>9.80 (H)</td>
<td>$132.30</td>
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<tr>
<td>MAIN ELEVATOR</td>
<td>1</td>
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<td>9.80 (H)</td>
<td>$39.20</td>
</tr>
<tr>
<td>FREIGHT ELEVATOR</td>
<td>1</td>
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<td>9.80 (H)</td>
<td>$39.20</td>
</tr>
<tr>
<td>NORTH EAST ELEVATOR</td>
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<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>RADIO LOG</td>
<td>0</td>
<td>5.00</td>
<td>9.80 (H)</td>
<td>$0.00</td>
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<tr>
<td>RECEPTIONIST</td>
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<tr>
<td>ROVERS</td>
<td>0</td>
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<td>40</td>
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<table>
<thead>
<tr>
<th>SUITE &amp; CLUB SEAT LEVEL</th>
<th># OF WORKERS</th>
<th># OF HRS</th>
<th>BLDG COST</th>
<th>COST ESTIMATE</th>
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</thead>
<tbody>
<tr>
<td>CONCIERGES</td>
<td>2</td>
<td>4.50</td>
<td>9.80 (H)</td>
<td>$88.20</td>
</tr>
<tr>
<td>EAST END</td>
<td>2</td>
<td>4.50</td>
<td>9.80 (H)</td>
<td>$88.20</td>
</tr>
<tr>
<td>WEST END</td>
<td>2</td>
<td>4.50</td>
<td>9.80 (H)</td>
<td>$88.20</td>
</tr>
<tr>
<td>TOP OF STAIRS / ESCALATOR</td>
<td>2</td>
<td>4.50</td>
<td>9.80 (H)</td>
<td>$88.20</td>
</tr>
<tr>
<td>SUITE ROVERS</td>
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<tr>
<td>SUITE &amp; CLUB SEAT LEVEL TOTAL</td>
<td>8</td>
<td></td>
<td></td>
<td>352.80</td>
</tr>
<tr>
<td>TOTAL SUPERVISOR STAFF</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>---</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>TOTAL BUILDING STAFF</td>
<td>1</td>
<td></td>
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<tr>
<td>TOTAL EVENT STAFF</td>
<td>49</td>
<td>$2,670.59</td>
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**FIRST AID & FIRE**

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<th># BLDG</th>
<th>OF HRS</th>
<th>ESTIMATE</th>
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<tbody>
<tr>
<td>EMERGENCY MEDICAL PRE &amp; POST</td>
<td>2</td>
<td>4</td>
<td>35.00 (H)</td>
<td>280.00</td>
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<td>AMBULANCE</td>
<td>0</td>
<td>5</td>
<td>350.00 (H)</td>
<td>0.00</td>
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<td>1</td>
<td>4.5</td>
<td>75.00 (H)</td>
<td>337.50</td>
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**FIRST AID & FIRE TOTAL** | 3 | 617.50 |

**POLICE**

<table>
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<tr>
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<th>#</th>
<th># BLDG</th>
<th>OF HRS</th>
<th>ESTIMATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARENA</td>
<td>1</td>
<td>4.5</td>
<td>27.50 (H)</td>
<td>123.75</td>
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<tr>
<td>TRAFFIC DETAIL</td>
<td>0</td>
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<td>27.50 (H)</td>
<td>0.00</td>
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**POLICE TOTAL** | 1 | 123.75 |

**TOTAL STAFF** | 59 | $3,411.84 |

**TICKET SELLERS**

<table>
<thead>
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<th></th>
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<th># BLDG</th>
<th>OF HRS</th>
<th>ESTIMATE</th>
</tr>
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<tbody>
<tr>
<td>WILL CALL</td>
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<td>6</td>
<td>11.35 (H)</td>
<td>$68.10</td>
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<tr>
<td>ADVANCE WINDOWS</td>
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<td>TICKET SELLERS</td>
<td>4</td>
<td>4</td>
<td>11.35 (H)</td>
<td>$181.60</td>
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**TICKET SELLER TOTAL** | 6 | 326.31 |

(E)=EVENT RATE

**SPECTRA**

**CONTRACTED SECURITY**

<table>
<thead>
<tr>
<th># OF WORKERS</th>
<th># OF HRS</th>
<th>BLDG</th>
<th>COST</th>
</tr>
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<tbody>
<tr>
<td>EVENT MANAGER</td>
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<td>18.72 (H)</td>
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<td>MAIN CONCOURSE</td>
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<td>6.00</td>
<td>15.08 (H)</td>
</tr>
<tr>
<td>FLOOR</td>
<td>1</td>
<td>9.50</td>
<td>15.08 (H)</td>
</tr>
<tr>
<td>BACK OF HOUSE</td>
<td>0</td>
<td>5.00</td>
<td>15.08 (H)</td>
</tr>
<tr>
<td>PRE-EVENT</td>
<td>0</td>
<td>5.00</td>
<td>15.08 (H)</td>
</tr>
<tr>
<td>POST-EVENT</td>
<td>0</td>
<td>5.00</td>
<td>15.08 (H)</td>
</tr>
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**SUPERVISOR TOTAL** | 2 | 233.74 |

**EVENT STAFF**

<table>
<thead>
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<th># BLDG</th>
<th>OF HRS</th>
<th>ESTIMATE</th>
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<tbody>
<tr>
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<td>2</td>
<td>9.00</td>
<td>12.32 (H)</td>
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<tr>
<td>STAGE</td>
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<td>CONCOURSE</td>
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<td>5.5</td>
<td>12.32 (H)</td>
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</tr>
<tr>
<td>PRE-EVENT</td>
<td>0</td>
<td>5.0</td>
<td>12.32 (H)</td>
<td>$0.00</td>
</tr>
<tr>
<td>POST-EVENT</td>
<td>0</td>
<td>5.0</td>
<td>12.32 (H)</td>
<td>$0.00</td>
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**EVENT STAFF TOTAL** | 20 | 1,312.08 |

**TOTAL CONTRACTED STAFF** | 22 | $1,545.82 |
### Building Operators Total

<table>
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<tr>
<th></th>
<th># of Workers</th>
<th>AVE. # of Hrs</th>
<th>BLDG COST</th>
<th>TOTAL COST</th>
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<td><strong>Building Operators Total</strong></td>
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<td><strong>$547.50</strong></td>
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THE COST OF TICKETS PULLED ON THE TICKETMASTER SYSTEM AT $.10 EACH AT THE SOVEREIGN BANK ARENA BOX OFFICE AND $.15 EACH AT TICKETMASTER REMOTE OUTLETS.

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<tr>
<th>NUMBER OF TICKETS</th>
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<td>2,683</td>
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<th>REMOTE</th>
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<td>0</td>
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<table>
<thead>
<tr>
<th>TOTAL TICKETS</th>
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</table>

DIRECT PAYMENTS MADE TO THESE ORGANIZATIONS FOR LICENSE FEES

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<tr>
<th>PER SHOW</th>
<th>ASCAP</th>
<th>BMI</th>
<th>OTHER</th>
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<tr>
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TOTAL COST $0.00
Global Spectrum Limited Partnership

Consolidated Financial Statements as of and for the
Year Ended June 30, 2014, and
Independent Auditors’ Report
GLOBAL SPECTRUM LIMITED PARTNERSHIP

TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDEPENDENT AUDITORS’ REPORT</td>
<td>1–2</td>
</tr>
<tr>
<td>CONSOLIDATED FINANCIAL STATEMENTS AS OF AND FOR THE YEAR ENDED JUNE 30, 2014:</td>
<td></td>
</tr>
<tr>
<td>Balance Sheet</td>
<td>3</td>
</tr>
<tr>
<td>Statement of Income</td>
<td>4</td>
</tr>
<tr>
<td>Statement of Comprehensive Income</td>
<td>5</td>
</tr>
<tr>
<td>Statement of Cash Flows</td>
<td>6</td>
</tr>
<tr>
<td>Statement of Changes in Partners' Capital</td>
<td>7</td>
</tr>
<tr>
<td>Notes to Consolidated Financial Statements</td>
<td>8–15</td>
</tr>
</tbody>
</table>
INDEPENDENT AUDITORS' REPORT

To the Partners of
Global Spectrum Limited Partnership
Philadelphia, Pennsylvania

We have audited the accompanying consolidated financial statements of Global Spectrum Limited Partnership (the "Partnership"), which comprise the consolidated balance sheet as of June 30, 2014, and the related consolidated statements of income, comprehensive income, change in partner's capital, and cash flows for the year then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Partnership's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Partnership's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Global Spectrum Limited Partnership as of June 30, 2014, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

November 14, 2014
Global Spectrum
Limited Partnership

Consolidated Financial Statements as of and for the
Year Ended June 30, 2013, and
Independent Auditors’ Report
GLOBAL SPECTRUM LIMITED PARTNERSHIP

TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
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INDEPENDENT AUDITORS' REPORT

To the Partners of
Global Spectrum Limited Partnership
Philadelphia, Pennsylvania

We have audited the accompanying consolidated financial statements of Global Spectrum Limited Partnership (the "Partnership"), which comprise the consolidated balance sheet as of June 30, 2013, and the related consolidated statements of income, comprehensive income, change in partner's capital, and cash flows for the year then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Partnership's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Partnership's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Global Spectrum Limited Partnership as of June 30, 2013, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

December 27, 2013
Global Spectrum
Limited Partnership

Consolidated Financial Statements as of and for the
Year Ended June 30, 2012, and

Independent Auditors’ Report
GLOBAL SPECTRUM LIMITED PARTNERSHIP

TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
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<td>6–14</td>
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</table>
INDEPENDENT AUDITORS' REPORT

To the Partners of
Global Spectrum Limited Partnership
Philadelphia, Pennsylvania

We have audited the accompanying consolidated balance sheet of Global Spectrum Limited Partnership (the "Partnership") as of June 30, 2012, and the related consolidated statement of income, cash flows and changes in partner's capital for the year then ended. These consolidated financial statements are the responsibility of the Partnership's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audits.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Partnership's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, such consolidated financial statements present fairly, in all material respects, the financial position of the Partnership as of June 30, 2012, and the results of its operations and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

March 29, 2013

Deloitte & Touche LLP
Global Spectrum is dedicated to providing exceptional customer service, a quality mix of entertainment and events, and the highest level of management at Boardwalk Hall and Atlantic City Convention Center. Through the efficient operation of both facilities, promotion and co-promotion of events, implementation of the highest standards of service, and active solicitation of events, we strive to maximize revenues and optimize the use of Boardwalk Hall and Atlantic City Convention Center.

The customer is the most important visitor on our premises. Customers are not only dependent on us, we are dependent on them. They are not an interruption of our work; they are the purpose of it. They are not outsiders in our business, they are part of it. We are not doing them a favor by serving them; they are doing us a favor by giving us the opportunity to do so.
It’s been a noteworthy year since we welcomed our new partner, Global-Spectrum, to the Atlantic City convention and entertainment landscape. While the local tourism industry experienced rapid changes, we were pleased to see how quickly Global-Spectrum’s staff was able to successfully adapt to the city and become a valued part of Atlantic City’s tourism market.

In the ensuing year, Global-Spectrum’s far-reaching resources helped deliver the “Do AC” brand to guests at their Philadelphia properties. Staff members have eagerly worked closely with CRDA, Atlantic City Alliance and Meet AC to ensure consistent and coordinated messaging for the destination, which was also reflected in a new Website for Boardwalk Hall.

New concepts such as tailgating pre-event parties at Kennedy Plaza on the Boardwalk also energized the destination and provided another means of engaging our visitors in the city’s wealth of entertainment options.

Through an additional partnership between CRDA, Global-Spectrum and Live Nation Entertainment, we’ve experienced an increase in entertainment bookings and envision a calendar filled with top names into 2015.

Operationally, competitive new labor agreements at both Boardwalk Hall and the Convention Center helped make the facilities more attractive to event producers, while Global-Spectrum’s new multi-year capital improvement program will continue to enhance our first-class facilities.

As Atlantic City continues to evolve as top a U.S. entertainment and convention destination, we look forward to relying on Global-Spectrum’s forward thinking, marketing reach and sensible approach to building operations.

John Palmieri

[Signature]

Executive Director
During Global Spectrum’s first year managing Boardwalk Hall and the Atlantic City Convention Center, our team helped to book more events, sell more tickets and develop creative new ways to drive revenue. In 2014, Boardwalk Hall attracted 253,175 ticket purchasers for 54 ticketed events and at the Atlantic City Convention Center, we welcomed more than 303,100 attendees for 91 events.

Other highlights from 2014 include:

- Successful new competitive partnerships with all 9 labor unions at both facilities
- Improved customer service scores at the Convention Center across all departments
- Full website redesign of www.BoardwalkHall.com, providing a more modern new state-of-the-art site
- In conjunction with the CRDA, development, approval, and launch of an important 5 year capital improvement campaign for both facilities with an investment in excess of $50 million
- Successful presentations of new conventions including Herbalife Latin Extravaganza, North American Association of State and Provincial Lotteries and the National Association of Postmasters of the United States
- Close involvement with the CRDA in securing an industry leading event sponsorship at Boardwalk Hall with Live Nation

Boardwalk Hall’s year was highlighted by a diverse offering of rock, urban, country and Latino concerts, punctuated by sold out concerts by Luke Bryan, Jason Aldean, Lady Gaga and the Mother’s Day Music Festival featuring Charlie Wilson. Additionally, the historic venue played host to family events such as Ringling Bros. Circus, Disney Live, Cirque du Soleil and WWE, and high profile sporting events including the Kovalev vs. Hopkins Light Heavyweight Title Fight, NJ State High School Wrestling Championships and the return of AHL Hockey.

At the Atlantic City Convention Center, the venue boasted a high return rate of almost 70% repeat clients as well as 30% new national conventions, sporting and entertainment events. Highlights include the three major new conventions noted above as well as a “Life in Color” Electronic Dance Music Concert, a Radwell corporate holiday celebration and several electronic gaming events. As a top priority, the Center’s staff has developed a welcoming and flexible approach to all new prospects. In addition, the Center has undergone a massive cleaning effort that has allowed Global Spectrum to establish benchmarks that are sure to be surpassed in future years.

After assuming management of the facilities in January 2014, the Global Spectrum staff worked extremely hard to keep clients happy, identifying opportunities to increase efficiencies and reduce expenses. More than $15,000 in incremental revenue was generated by developing creative events, including the Atlantic City Air Show VIP Watch Party and pre-concert parties. Additionally, the self-promoted Deck the Hall Festival of Trees event raised more than $5,000 for the Community Food Bank of South Jersey during the busy holiday season.

Global Spectrum has leveraged its national and local relationships to fortify its place in the community. Examples include using corporate resources to utilize inventory on Comcast System of networks to promote Atlantic City events (estimated value at $2.7 million per year) as well as branding “Do AC” in the local marketplace and at the Wells Fargo Center during events. In addition, for the first time in history, The Philadelphia Flyers hosted an open practice at Boardwalk Hall for local youth and hockey fans. The staff has also provided consultation services to Live Nation as part of their outdoor summer concert series. Furthermore, Global Spectrum has worked closely with the CRDA, ACA, and Meet AC to coordinate unified branding and messaging about the destination and the venues.

As a company, we are very proud of our accomplishments in the past year and look to continue the momentum we have established into 2015. We thank you for the opportunity to be a part of the Atlantic City community.

Sincerely,

Fran Rodowicz

General Manager
Global Spectrum is happy to report success in 2014 at both Boardwalk Hall and the Atlantic City Convention Center. Under new management with Global Spectrum which began on January 1, 2014, both buildings reached new heights as positive changes were made to increase business at Boardwalk Hall and the Atlantic City Convention Center. Business flourished as Boardwalk Hall welcomed numerous major concerts, sporting events, and family shows, increasing the number of ticketed events by 26% compared with 2013. In addition, the Atlantic City Convention Center increased economic activity related to the bookings of meetings, conferences, conventions, tradeshows and consumer shows, with a 15% increase in hotel rooms consumed as a result of events at the facility.

Highlights of the year for both facilities included successful new competitive partnerships with all nine labor unions. At Boardwalk Hall, self-created events also played a big part in 2014. The venue staff hosted pre-concert parties in front of the building on the boardwalk during the summer, an Air Show Watch party on Boardwalk Hall’s loggia, and the Philadelphia Flyers Open practice, which was the first full team visit to Atlantic City since 1982. All of these events were conceptualized and executed by the Global Spectrum staff and resulted in new-found revenue streams for the venue. Other notable moments of the year include the highly successful ‘Chairman of the Boardwalk’ social media contest, Elephant Monopoly with the Mayor which resulted in not only local but national PR, and Boardwalk Hall’s new website launch which features a modern look and easier navigation for consumers, as well as back end tools to aid in more effective online marketing.

Notable accomplishments of the Convention Center in 2014 include creation of a survey feedback form distributed to clients after their events at the facility. Scores continued to rise throughout each quarter as did positive comments regarding staff and improvements. The 4th quarter score ended on a high note as the overall satisfaction score ended the year at 4.62 out of 5. Other highlights included the return of the League of Municipalities, the largest revenue producing event at the Convention Center in 2014; the growth of the Beer and Music Festival, which added new elements and produced higher ticket revenues than past years; outside-of-the-box bookings such as Life In Color, a paint and dance party style nightlife event; and sharing host duties with Boardwalk Hall for the Herbalife Extravaganza, a first-year convention that spanned citywide.
Ovations Food Services manages the concessions and catering operations at Boardwalk Hall and the Atlantic City Convention Center. The 2014 season saw a successful year for our food and beverage catering department with $3,107,371 in concession sales and $3,295,625 in catering, both at which were close to 1 million over the 5 year average at both facilities. This past year our Global Spectrum marketing team and Ovations staff worked closely together to create signature food and/or drink items for high profile concerts at Boardwalk Hall in order to increase food and beverage revenues, such as the “Burn It Down” Fireball promotion featured to the left. At the Atlantic City Convention Center, the catering rave reviews continue under the guidance of Executive Chef George Fisher and his team. Chef Fisher has expanded the amazing offerings for convention center clients with menu choices for every palette including farm to table fresh and gluten free options. The team continues to strive with presentations that keep clients coming back for more. Ovations and Global Spectrum’s commitment to uncompromised quality, service staff, and creative presentations are second to none.

As a consultant, Front Row develops, implements and manages the sales process for key revenue sources such as Premium Seating, Advertising, Sponsorship Evaluation Analysis, Sponsorship Sales and Vending Rights at Boardwalk Hall and Atlantic City Convention Center, and has increased those revenue sources in 2014. Highlights of this past year include securing a sponsorship deal with Cadillac, which turned Boardwalk Hall’s Musician’s balcony suite into the Cadillac Club; acquiring Yard’s Brewing Company as a venue partner on the Boardwalk Hall concourse, and selling sponsorship for the Atlantic City Alliance’s summer beach concerts.
Smart City is the nation’s leading communications provider to convention centers and hospitality venues. Their goal is to provide technologies that make destinations smarter places to visit, work, live, and play. As of September 1, 2014, Atlantic City Convention Center and Boardwalk Hall awarded Smart City with a five-year contract to manage all technology and telecommunications services for both venues.

Smart City, Global Spectrum and the New Jersey Casino Reinvestment Development Authority will upgrade all technological infrastructure necessary for a full data and wireless network upgrade. Once these systems are completed, Smart City will provide network cabling, high-speed Internet access, turnkey data networking services, Wi-Fi, and analog, digital and conference phone services for all future events hosted by both facilities. The enhancements and services provided by Smart City will bolster the Atlantic City Convention Center and Boardwalk Hall’s technological capabilities, allowing each venue to host world-class events that meet the growing needs of event organizers, managers, exhibitors and attendees.

Presentation Services Audio Visual (PSAV) offers clients the latest in audio-visual service and assistance with the center’s technological capabilities. For more than 77 years, PSAV has been setting the standard for event technology services within the hotel, resort and conference center industry, offering expertise for everything from intimate meetings to large conventions.

Meet AC, Inc. was officially formed as a 501(c) (6) company on June 23, 2014. Prior to its formation, the Meetings and Convention sales and marketing group was operating under the Casino Redevelopment Development Authority (CRDA). City in its efforts to diversify its customer base, while attracting meetings and Meet AC is a tourism economic development agency formed to assist Atlantic conventions. The sales organization is tasked with expanding the meeting, convention and group market of Atlantic City, New Jersey. Meet AC’s goals include extending their reach nationally and establishing Meet AC as a trusted brand in the Meetings, Incentives, Conventions, and Exhibitions industry. Their mission is to create enhanced visitor spending and economic impact through attracting meetings, conventions, and families to Atlantic City. Meet AC’s vision is to become a preeminent resort destination sales, marketing and services organization focusing on the meeting & convention markets.
In addition to welcoming hundreds of thousands of visitors to our events each year, Boardwalk Hall and the Atlantic City Convention Center also serve as a home to a family of people that are dedicated to the success of the facility and who will do whatever it takes to make guests feel welcome and “at home”. With 96 full-time staff and more than 100 part time staff, Global Spectrum worked tirelessly during 2014 to ensure a smooth management transition at both facilities, while maintaining a focus on reducing expenses and increasing revenues.

Our team is made up of standout professionals who were retained from previous management, as well as seasoned Global Spectrum veterans who have been carefully selected to lead the team to continued growth in the future. With a team-oriented approach, our employees truly embody the How You Doin’ culture that we strive to implement at our venues, and are willing to extend their efforts beyond their day-to-day responsibilities for the betterment of our facilities and Atlantic City.
The “How You Doin?” phrase is not just a commonly used term that we use to greet our patrons, it’s a way of life here at Boardwalk Hall and the Atlantic City Convention Center. Our approach sometimes begins with that simple question, but it’s more than that. It’s all about treating our customers the way they want to be treated by going above and beyond the norm. We want to ensure our customers are getting the most out of their experience at our facilities.

Global Spectrum’s customer service philosophy, a company-wide initiative which began at the company’s flagship arena, the Wells Fargo Center, encourages all of its employees to engage in conversation with customers to not only assist them and make their experience more enjoyable, but for the company to also gauge its performance.

Boardwalk Hall and Atlantic City Convention Center rewards its employees who excel in this customer service initiative with prizes and rewards. This recognition of employee excellence can come from both customers and other employees.

Customer service is the most important part of our jobs, and by putting the customer first, we are able to meet their needs and expectations to ensure that every visit to Boardwalk Hall and Atlantic City Convention Center is a pleasant and memorable one.
Comcast Cares Day – Field of Dreams

On Saturday, April 26, Global Spectrum employees from Boardwalk Hall and the Atlantic City Convention Center joined forces with other Comcast, NBC Universal, and Comcast-Spectacor employees across the country to lend a hand in their local communities as part of Comcast Cares Day. The Atlantic City crew assisted with the “Field of Dreams” project in Absecon, NJ. The South Jersey Field of Dreams consists of a baseball field in Dr. Jonathan Pitney Recreation Park which was set forth as a place for physically and mentally disabled children and adults to play baseball. Global Spectrum employees spent the morning sprucing up the field and its surrounding areas for the league’s Opening Day by aiding in activities such as weeding and mulching, spreading grass seed, planting flowers, weed whacking and trimming, installing a new bike rack, installing a cap around the field's chain link fence, and reorganizing the equipment shed.

Thanksgiving Preparations for A.C. Rescue Mission

Ovations Food Services, food and beverage provider for the Atlantic City Convention Center and Boardwalk Hall gave back to the local community this Thanksgiving holiday. Led by executive chef George Fisher, he and his staff prepared Thanksgiving dinner in the kitchens of the Atlantic City Convention Center for the Atlantic City Rescue Mission. In a community effort by several local casinos and food providers, all menu items were donated for this meal in order to help feed the homeless, as well as those effected by recent casino closings. More than 200 pounds of turkey, 150 pounds of potatoes, and much more were prepared for over 1,000 people at the Atlantic City Rescue Mission.

Deck The Hall Festival of Trees

Global Spectrum hosted the first annual Deck The Hall Festival of Trees this holiday season at Boardwalk Hall, a season-long charitable event intended to generate funds for the Community FoodBank of New Jersey Southern Branch.

Local businesses, organizations, and arena partners sponsored custom-decorated holiday trees that were on display throughout the holiday season. The event raised more than $5,000 for the Community FoodBank of New Jersey Southern Branch to support those in need.
February 9, 2015

Mr. Zack Lloyd
Historic Boardwalk Hall
1 Convention Boulevard
Atlantic City, NJ 08401-4100

Dear Mr. Lloyd,

On behalf of those who will benefit from your generosity, thank you for your $5,870.37 donation raised through Historic Boardwalk Hall’s Deck the Hall-Festival of Trees event. Your gift will help enable us to make a positive difference in the lives of those we serve.

Every day, thousands of people throughout the state are blessed to have a meal that was prepared with food distributed by the Community FoodBank of New Jersey. Please be assured that your contribution will go a long way in helping those families and individuals struggling to have enough food to live healthy and productive lives.

By monitoring our expenses, and using donated goods and services whenever possible, the FoodBank is able to provide nearly $10 of worth of food and groceries for every $1 of our operating budget.

We are honored to be a channel through which your caring gift will give comfort and hope to so many of our neighbors in need. Without our help, many would go unfed.

Thank you for your support.

Evelyn Benton
Executive Director
Community FoodBank of New Jersey/Southern Branch

Statewide the Community FoodBank of New Jersey distributes nearly 40 million pounds of groceries annually.
Locally, the Southern Branch serves around 280 partner agency charities throughout Atlantic, Cape May, Cumberland and southeastern Burlington counties.

Become a Facebook fan at https://www.facebook.com/communityfoodbankofnj.

In accordance with IRS regulations, no goods or services were received in exchange for this gift.
As part of the Comcast-Spectacor family, Global Spectrum was able to offer an unmatched level of marketing support for Boardwalk Hall and the Atlantic City Convention Center as well as the destination of Atlantic City through a variety of corporate resources in the first year of management.

Global Spectrum was able to take advantage of the following marketing components for the Atlantic City venues:

- Interactive marketing specialists who help educate venues on the latest trends and provide tools for our social networks and databases in return leading to increased bookings and community awareness
- 3601 Creative Group, a full-service ad agency who assisted in creating the Chairman of the Boardwalk promotional campaign for Boardwalk Hall
- Relationships with the Comcast family of companies enabled us to purchase and broker discounted advertising buys for shows such as Indoor Auto Racing, WWE Live!, and Cirque Du Soleil.
- Leveraged media buying power to achieve more value when placing ads for various shows with local television and radio stations
- Ability to promote events to Wells Fargo Center’s 1,000,000+ email database including targeted offers to past Wells Fargo Center group sales and premium customers
- Partnership with the Philadelphia Flyers to create unique cross-selling opportunities for the Albany Devils games.
- Developed media relationships to attain local, regional and national coverage for Boardwalk Hall events
- Expanded marketing reach enabled us to utilize assets from the Global Spectrum managed Liacouras Center (Philadelphia, PA), Sun National Bank Center (Trenton, NJ), PPL Park (Chester, PA), PPL Center (Allentown, PA)

Over the past year, Global Spectrum has also worked closely with the CRDA, ACA, and Meet AC to coordinate branding and messaging about the destination and the venues.
January 5, 2015

Karen Totaro, General Manager
Atlantic City Convention Center
Global Spectrum Management
One Convention Boulevard
Atlantic City, NJ 08401

Dear Karen,

Once again, I’d like to thank you and your entire team for the outstanding support and service extended to everyone from the NJEA during our Annual Convention on November 6-7. Your staff, led by Jim Schmidt, was responsive to every request and need throughout the event.

However, I was particularly delighted when I reviewed the invoice for all of the services and labor from the ACCC after the convention. The change in your labor rates as a result of your proactive work with the unions in the center saved our group approximately $5,500.00 this year. This savings will enable us to continue efforts to expand our event and deepen our partnership with the center and with Atlantic City at large. I’m sure you know how important labor-management relationships are to NJEA. The fact that these savings were achieved by working with your unions rather than in conflict with them is gratifying to us.

I often talk about the strength of our partnerships with all of the groups and companies in Atlantic City with whom we have mutually productive relationships. Our emerging relationship with Global Spectrum is sure to be the cornerstone of our ongoing business in the city.

Best wishes for a joyous holiday season and a great New Year in 2015!

Sincerely yours,

Michael Cohan, Director
Professional Development and Instructional Issues

MC/fid

C: J. Wood
   G. Musich
   S. Harvey
   J. Schmidt
“As a promoter that has hosted many annual events at Boardwalk Hall, I have noticed a decrease in my labor cost from previous years since working with the Global Spectrum management team. I am looking forward to promoting more events under this new work agreement with the labor unions and Boardwalk Hall management team.”
– Bill Ingram, President, Platinum Productions

“Atlantic City has always provided the best and most qualified labor force anyone could ask for. It’s great to hear that Global along with union labor organizations are able to come back to their clients with an economically better deal to ensure that Atlantic City will remain one of America’s first choices for showcasing the world’s best talent.”
– John Stevenson, Live Nation

“Thank you for playing a pivotal role in our annual conference, Workshop 2014, which took place during NJSBA’s centennial year. Your efforts to reduce labor costs enabled us to repurpose funds directly into school board member training at the conference. We look forward to continued success with the ACCC, whose professional and dedicated staff has been instrumental in the success of Workshop.”
– New Jersey School Boards Association

“This year’s Championship weekend was outstanding. This was our first experience working with Global Spectrum and the event ran very smoothly. The staff ensured that everything was taken care of and were there to answer any questions. It was a fantastic event all the way around and we are looking forward to next year.”
– Steve Timko, Executive Director of the NJSIAA
# Atlantic City Consolidated Yearly Financial Statement

Twelve Months Ending December 31, 2014

<table>
<thead>
<tr>
<th>Description</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>No of Events (Days)</td>
<td>268</td>
</tr>
<tr>
<td>Attendance</td>
<td>634,299</td>
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<tr>
<td>Direct Event Income*</td>
<td>-302,715</td>
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<tr>
<td>Ancillary Income</td>
<td>3,925,609</td>
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<tr>
<td>Ticket Incentives / Fees</td>
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<tr>
<td><strong>Total Event Income</strong></td>
<td>4,386,314</td>
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<tr>
<td>Other Income</td>
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<tr>
<td>Indirect Expense</td>
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<tr>
<td>Unbudgeted Expense</td>
<td>359,497</td>
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<tr>
<td>Unbudgeted Capital Proj MGR</td>
<td>17,265</td>
</tr>
<tr>
<td>West Hall</td>
<td>194,872</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>16,860,902</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>-10,984,395</td>
</tr>
</tbody>
</table>

* Includes $1.267 million of Miss America Guarantee expense not budgeted for.
# Financial Performance FY 2014

## Historic Boardwalk Hall

### Yearly Financial Statement Comments

For Twelve Months Ending December 31, 2014

<table>
<thead>
<tr>
<th>Description</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>No of Events (Days)</td>
<td>72</td>
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<tr>
<td>Attendance</td>
<td>331,199</td>
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<td><strong>Direct Event Income</strong></td>
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<tr>
<td>Ancillary Income</td>
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<tr>
<td>Ticket Incentives &amp; Facility Fees</td>
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<tr>
<td><strong>Total Event Income</strong></td>
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<td><strong>Other Income</strong></td>
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<tr>
<td>Indirect Expense</td>
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<tr>
<td>Unbudgeted Expense</td>
<td>265,656</td>
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<tr>
<td>Unbudgeted Capital Proj Mgr</td>
<td>17,265</td>
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<tr>
<td>West Hall</td>
<td>194,872</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>7,235,725</td>
</tr>
<tr>
<td><strong>Net Income (Loss)</strong></td>
<td>(6,457,747)</td>
</tr>
</tbody>
</table>

*Includes $1.267 million of Miss America Guarantee expense not budgeted for.*
<table>
<thead>
<tr>
<th>ACTUAL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>NO OF EVENTS (DAYS)</td>
<td>196</td>
</tr>
<tr>
<td>ATTENDANCE</td>
<td>303,100</td>
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<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>DIRECT EVENT INCOME</td>
<td>1,572,009</td>
</tr>
<tr>
<td>ANCILLARY INCOME</td>
<td>2,708,312</td>
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<tr>
<td>TICKET INCENTIVES / FEES</td>
<td>75,070</td>
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<tr>
<td>TOTAL EVENT INCOME</td>
<td>4,355,391</td>
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<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>OTHER INCOME</td>
<td>743,138</td>
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<tr>
<td></td>
<td></td>
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<tr>
<td>INDIRECT EXPENSE</td>
<td>9,531,336</td>
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<tr>
<td>UNBUDGETED EXPENSE</td>
<td>93,841</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>9,625,177</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>NET INCOME (LOSS)</td>
<td>(4,526,648)</td>
</tr>
</tbody>
</table>
Historic Boardwalk Hall has played host to a sparkling list of dazzling entertainers and knockout sporting events throughout its 85 year history. A premier entertainment spot for visitors and residents alike, this unique seaside arena was built in 1929 to bring exciting events into Atlantic City to complement the destination’s already stellar variety of offerings.

In the early years, a number of celebrated artists performed at Boardwalk Hall including The Beatles, Frank Sinatra, the big band orchestras of Louis Armstrong, Count Basie and Woody Herman, Luciano Pavarotti, The Police, the Rolling Stones and many more. Boardwalk Hall was listed on the United State Register of Historic Places as a National Historic Landmark in 1987. In December 1998 the facility began an extensive three year, $90 million renovation and restoration project that would transform the building into a modern special events arena capable of variable seating for up to 14,770 people. In 2001, the new, more modern Hall was unveiled with much fanfare and renamed "Boardwalk Hall".

Since reopening, a host of world-class entertainers and national touring productions have taken the legendary stage. As of January 1, 2014, Global Spectrum has welcomed a diverse lineup of events to Boardwalk Hall including: country megastars Luke Bryan and Jason Aldean, Usher, Lady Gaga, Enrique Iglesias and Pitbull, Marc Anthony, Michael Bublé, KISS and Def Leppard, the Mother’s Day Music Festival and the Atlantic City Comedy Festival.

Other popular sports and family entertainment have included 2014’s Bernard Hopkins vs. Sergey Kovalev Light Heavyweight Title Bout, the Philadelphia Flyers Open Practice, New Jersey’s State High School Wrestling Championships, Disney Live, Cirque Du Soleil, Ringling Bros. and Barnum & Bailey Circus and WWE.

For 11 years since 2003, leading trade publications Billboard, Pollstar and Venues Today have recognized the Hall as one of the top grossing mid-sized arenas in North America.
2014

Facility Overview: Seating Charts

Basketball Diagram

End Stage Concert Diagram

Arena Boxing Diagram

Hockey Diagram

Ballroom Boxing Setup

Ballroom Concert Setup
Chairman of the Boardwalk

This unique contest provided one lucky winner with 2 tickets to every single event at Boardwalk Hall from Memorial Day 2014 through Memorial Day 2015 and a free hotel room at a Caesars Atlantic City Hotel property for each event.

Working with Caesars Atlantic City, Global Spectrum developed this promotion with the goals of growing the Boardwalk Hall social media assets and email database for future marketing purposes. As a result, Boardwalk Hall increased the reach of its social media assets immensely. The Facebook fan base jumped from 9,934 to 26,122 (163% growth) and the Twitter followers surged from 2,265 to 3,899 (72% growth) over the four week duration of this promotion. Lastly, a total of 11,429 new unique email addresses were collected during the Chairman of the Boardwalk promotion. Through the end of 2014, those additions to the database accounted for an additional $7,118 in ticket revenue for events at Boardwalk Hall.
Pre-Concert Parties
Throughout the summer, Kennedy Plaza, which is located directly across from Boardwalk Hall, was utilized as the location for five pre-concert parties prior to the following concerts: Jason Aldean, Michael Buble, Queen & Adam Lambert, KISS & Def Leppard, and Aerosmith. These parties were free, open to the public and featured live entertainment, a beer garden sponsored by Ducktown Tavern and food from Mad Dog Morgan’s. The parties were also supported by the Longport Media Group.

Pre-concert parties debuted with Jason Aldean on May 3 and after the incredible success and positive feedback from concert-goers, Global Spectrum decided to continue on throughout the summer. The pre-concert parties were a great opportunity for fans to come out before each concert and soak in the beautiful summer weather while enjoying food and drinks before heading into the arena. They also provided a new revenue stream with Boardwalk Hall making a percentage off all food and beer sales.

Elephant Monopoly with the Mayor
No one puts Atlantic City’s mayor in the corner when it comes to playing Monopoly. Not even a circus elephant. Mayor Don Guardian beat Duchess the elephant in an abbreviated game of Monopoly on Wednesday, April 23, to promote the return of Ringling Bros. and Barnum & Bailey Circus to Boardwalk Hall. Guardian dressed the part of Uncle Pennybags for the publicity stunt, complete with a hat and cane.

This event was a very successful way to promote the Ringling Bros. and Barnum & Bailey Circus which took place from April 24 through April 27. It gained national media coverage from sources including the Philadelphia Inquirer, the Washington Times, the Houston Chronicle, and the San Francisco Gate. It also was featured on the 6ABC and NBC10 television stations in Philadelphia, as well as in several local print media outlets.
New Website Launch
The new and improved BoardwalkHall.com was launched on October 14, 2014, featuring easier navigation and aesthetically pleasing features for consumers. The new website features easy-to-use navigation, strong visual imagery and a more manageable content management system for our marketing staff to create and modify content. In comparison, the previous BoardwalkHall.com was antiquated, difficult to navigate, lacked images of the venue and had an archaic feel to it.

In addition, the new website is equipped with responsive web design, meaning that the site will display optimally on all devices including desktops, tablets and mobile devices. Previously, using BoardwalkHall.com on a mobile device was very difficult as it displayed the full desktop version.
Concerts represented 36% of our events, and they also generated our highest percentage of Gross Event Revenues at 72%. Miscellaneous Events, which included the 2015 Miss America Competition comprised 16% of our event mix and produced 7% of Event Revenue. Family Events brought in more than 38,000 people to Boardwalk Hall and represented 10% of our Gross Revenue. Sporting Events which included six Albany Devils’ games held at the arena, comprised 31% of our event attendance and generated 12% of our Gross Revenue for events.
Since opening with much anticipation and fanfare on May 1, 1997, the Atlantic City Convention Center has become “Your Northeast Business Address”, hosting a wide array of premier events from large public shows, conventions and trade shows, to meetings and conferences. Erected at a cost of $268 million, the building is one of the largest and most expensive public projects in the city’s history, and was built under the auspices of the New Jersey Sports and Exposition Authority (NJSEA).

The facility contains 500,000 contiguous square feet of space and occupies a site of nearly 31 acres, making it one of the East Coast’s largest Convention Centers. Five spacious exhibit halls are located on the building’s second level, ranging in size from 29,400 square feet to 199,500 square feet. The rooms can be contracted individually, adjoined or easily configured to meet a client’s needs. Located within a few hours drive of nearly one third of the nation’s population and 20 percent of the country’s business addresses, the convention center is easily accessible for convention, trade show and meeting attendees.

The Atlantic City Convention Center is committed to preserving its unique seaside environment while providing a safe, healthy atmosphere for our guests. “Going Green” has consistently been one of the Center’s main operating objectives. Several initiatives have already been implemented throughout the facility while others are in the works. Global Spectrum remains committed to exploring new opportunities to better conserve and reuse our valuable resources through recycling, retrofitting and seeking alternatives to energy.

Meet AC, a private non-profit organization, serves as the destination’s principal sales and marketing arm, stimulating economic growth through meetings and convention business booked at the Convention Center. Meet AC works very closely with Global Spectrum to identify booking opportunities and ensure that show producers, exhibitors and attendees receive exceptional customer from the day the business is booked through the event day.

As the catering company for the Convention Center, Ovations Food Services delivers fresh food and beverage with exceptional services to public assembly facilities throughout the United States and Canada. Ovations has been recognized for outstanding quality service, consistently providing record breaking per capita spending, and is the only national company in which principals work directly with facility managers.
Herbalife Latin Extravaganza

This past October, the prominent global nutrition company, Herbalife, hosted their four-day Herbalife Extravaganza at both the Atlantic City Convention Center and Boardwalk Hall for more than 12,000 of their loyal members.

This convention was a new piece of business for both venues which spanned citywide. Over 5,800 room nights were contracted at various hotels throughout Atlantic City during the four event days. Local businesses also greatly benefited from the Herbalife Extravaganza as it produced a delegate spending of more than $10 million. Convention members traveled across North America to attend this event in Atlantic City.

League of Municipalities

The Convention Center once again played host to the country’s largest municipal gathering, the New Jersey State League of Municipalities 99th Annual Conference. The Leagues of Municipalities Conference is consistently the largest revenue producing event at the facility and 2014 proved to be no different.

More than 22,000 exhibitors and delegates gathered at the Convention Center for the 2014 edition where they participated or attended panels, clinics and workshops conducted by the New Jersey State League of Municipalities and the 21 associations of technical and professional employees allied with it. Participants were also given the opportunity to view commercial, government, and association exhibits displaying the latest products and services available.

The event had a direct impact on local Atlantic City businesses, with an estimated delegate spending of more than $12 million and more than 8,800 Atlantic City hotel rooms contracted by participants of the event.
Atlantic City Beer and Music Festival

Always a fan favorite and heavily attended event, the 9th annual Beer and Music Festival took place at the Atlantic City Convention Center on April 4 and 5.

Numerous craft beers were showcased from more than 150 different breweries across the country while Saves the Day, Dirty Heads, and Less than Jake served as the musical headliners for the festival. Other enjoyable event features included culinary demonstrations from prominent area chefs and beer seminars hosted by well-known personalities and brewers.

With the vision to keep growing this widely popular festival, new elements such as more music with well-known acts and more interactive game areas were added in order to enhance the event experience for the attendees.

The A.C. Beer and Music Festival will continue to grow in 2015 as the event will utilize all exhibit space in the facility for the first time.

Life In Color

The Convention Center continues to book events outside of the box of a traditional convention show, such as Life In Color, which was held in December.

Life In Color, “The World’s Largest Paint Party”, combines high-energy music, art, dancing and of course paint into one huge celebration. Originally started on college campuses, it has expanded to live events worldwide, showcasing some of today’s most popular DJ’s.

This past year, more than 6,400 ticketholders attended Life In Color at the Convention Center and the event brought in $412,920 in total ticketing revenue.
Client Survey Feedback

Beginning on January 1, Global Spectrum implemented a new post-evaluation tool by creating and administering a client survey feedback form to all shows after their event at the Convention Center.

Clients were asked to rate their experience in terms of the facility, staff, food and beverage, audio visual, telephone and overall satisfaction. Scores continued to rise throughout each quarter as did positive comments regarding staff and improvements at the Convention Center.

The Convention Center received an 81% rate of return for all surveys, much greater than the industry venue average of about 30%. Quarterly scores show a continued growth in overall satisfaction and yield an overall 3% increase in satisfaction in just one year of Global Spectrum managing the venue.

2014 Client Survey Scores in Overall Satisfaction for the Atlantic City Convention Center

- 1st Quarter= Overall Satisfaction of 4.45 out of 5.0
- 2nd Quarter= Overall Satisfaction of 4.55 out of 5.0
- 3rd Quarter= Overall Satisfaction of 4.55 out of 5.0
- 4th Quarter= Overall Satisfaction of 4.62 out of 5.0
Conventions proved to yield the highest gross revenue among all event types this year at the Atlantic City Convention Center and accounted for 29% of total event attendees for 2014. This was followed by trade shows which produced a 21% attendance rate for the year. Although consumer shows ranked third in terms of gross revenue, they produced our highest attendance percentage for 2014 at the Convention Center at 44%. Specific numbers can be found for these three show types as well as sporting events, meetings, banquets and other types of shows below.
The Global Spectrum team of employees at Boardwalk Hall and the Atlantic City Convention Center is committed to building upon the successes that we had during our inaugural year of management of the facilities. We are constantly looking at improving the operations, providing great customer service and facility management to our client.

In 2015 we are looking at tapping available Capital funding, not only for various projects to update and properly maintain the facilities, but also to establish new revenue opportunities and energy saving projects. A new lighting and sound system in the Ballroom at Boardwalk Hall will look to reduce the cost of entertainment in that room, with the goal of more events to showcase the beautiful space. Energy efficient LED lighting will be installed to replace fluorescent units throughout both facilities as part of a phase-one process to replace all lighting.

The office move for Meet AC is expected to commence later this year after the office renovation project at the Convention Center is finalized. Updated offices and meeting spaces will be vital to the sales group in rebranding Atlantic City as more than a gaming destination and showcasing the amenities that the Convention Center and Atlantic City have to offer. We are also looking at a master plan for the Convention Center to repurpose and restructure some under-utilized and poorly designed areas of the Convention Center, such as creating a “True Ballroom” in Hall A that we feel will help increase business at the facility.

In addition to capital projects, our summer looks to be another promising one, starting in May with BoardwalkCon at the Convention Center which is expected to bring in 25,000 to Atlantic City. Boardwalk Hall has a host of concerts lined up with Live Nation including Florida-Georgia Line, Madonna, The Eagles, Chayanne and Ricky Martin. The American Cancer Society is ending the 43rd annual Bike-a-thon in Atlantic City and will utilize West Hall to house bicycles for the event’s riders. The 66 mile route starts in Philadelphia and has traditionally ended in Ocean City. The summer is capped off with the 2016 Miss America Competition which will take place on September 13. Extending into the fall, we are in talks with various promoters to bring more concerts and family shows to Boardwalk Hall, along with the returning conferences at the Convention Center including the NJEA and League of Municipalities events to further enhance the vision of Atlantic City as a non-gaming resort.

We will continue to be progressive this year and strive to bring more event content to Atlantic City through conferences, concerts, family shows, meetings and conventions. The Global Spectrum team is dedicated to providing exceptional customer service, a quality mix of entertainment and events, and the highest level of management to the Atlantic City Convention Center and Boardwalk Hall.