

III. PRELIMINARY FINDINGS/OBSERVATIONS

Comparable NFL Interim Leases

- BSG Identified Nine NFL Interim Lease Situations
 - ✓ Minnesota Vikings – TCF Bank Stadium (University of Minnesota) (*Agreement Not Finalized*)
 - ✓ New Orleans Saints – Tiger Stadium (Louisiana State University)
 - ✓ New Orleans Saints – Alamodome (San Antonio)
 - ✓ San Diego Chargers – Sun Devil Stadium (Arizona State University)
 - ✓ Chicago Bears – Memorial Stadium (University of Illinois, Urbana-Champaign)
 - ✓ Seattle Seahawks – Husky Stadium (University of Washington)
 - ✓ Tennessee Titans – Vanderbilt Stadium (Vanderbilt University)
 - ✓ Tennessee Titans – Memphis Liberty Bowl (*Lease Not Available*)
 - ✓ Carolina Panthers – Clemson Memorial Stadium (Clemson University)

- Each Interim NFL Lease Situation is Unique and Must be Considered in the Appropriate Context

III. PRELIMINARY FINDINGS/OBSERVATIONS

Comparable NFL Interim Leases (Continued)

- Most Comparable Situations Resulted from the Construction/Renovation of a New Stadium
 - ✓ Existing Teams: Minnesota Vikings, Seattle Seahawks, Chicago Bears
 - ✓ Relocation Teams: Tennessee Titans
 - ✓ Expansion Teams: Carolina Panthers
- Other “Comparable” Situations Resulted from Forces of Nature/Natural Disasters
 - ✓ San Diego Wildfires: San Diego Chargers
 - ✓ Hurricanes Katrina and Rita: New Orleans Saints

III. PRELIMINARY FINDINGS/OBSERVATIONS

Potential RBOC Revenue

- Although the Rose Bowl Stadium is currently the only *Football* Stadium in the Greater Los Angeles Area with State-of-the-Art Amenities Such as Premium Seating (Part of Current Renovation Scope), There are a Number of Stadium Alternatives that Could be Considered as an Interim Site
 - ✓ Los Angeles Memorial Coliseum
 - ✓ Dodger Stadium
 - ✓ Angel Stadium of Anaheim

- NFL Interim Lease/Deal Structure and Resulting RBOC Revenues will Depend on Numerous Factors
 - ✓ Competition/Interest from Other Regional Stadiums Alternatives
 - ✓ NFL Team
 - ✓ NFL Permanent Stadium Location/Developer
 - ✓ Timing
 - ✓ Others

➤ *Figures Presented Herein Do Not Include Potential Economic/Fiscal Impacts to City of Pasadena*

III. PRELIMINARY FINDINGS/OBSERVATIONS

Potential RBOC Revenue (Continued)

- Below are Highlights of Deal Structures from Selected Comparable Situations
 - ✓ Rent
 - Fixed Rent Ranged from a Low of \$250,000 to a High of \$305,000 Per Game
 - Percentage Rent Ranged from a Low of 7.0% to a High of 10.0% of Gate Receipts
 - OR
 - ✓ Revenue Sharing
 - Concessions Revenue Sharing Ranged from a Low of 0% to a High of 100%
 - Parking Revenue Sharing Ranged from a Low of 0% to a High of 100%
 - ✓ Game Day Expenses
 - In Most Cases, Game Day Expenses were the Responsibility of the Team
 - One Situation Included a Fixed Fee to Cover Game Day Expenses
 - ✓ Upfront Investment
 - Upfront Investment Ranged from a Low of \$0 to a High of \$8.7 Million

III. PRELIMINARY FINDINGS/OBSERVATIONS

Potential RBOC Revenue (Continued)

- Based on Comparable Interim Lease Situations, the RBOC Could Expect to Receive Revenue from Some or All of the Following Sources
 - ✓ Rent
 - Fixed Rent or Percentage Rent
 - Minimum Rent
 - ✓ Ticket Surcharge (Current Structure)
 - ✓ Parking Surcharge (Current Structure)
 - ✓ Revenue Sharing
 - Concessions
 - Parking
 - ✓ Game Expense Reimbursement (Including Municipal Services)

III. PRELIMINARY FINDINGS/OBSERVATIONS

Potential RBOC Revenue (Continued)

- BSG has Estimated the Potential Net Revenues to be Realized by the RBOC Based in Part on a Review of the Lease Terms from Previous Interim NFL Agreements and Other Key Considerations and Assumptions
- The Selected Comparable Interim NFL Agreements (Including Minnesota) Historically Generated an Estimated \$3.4 Million to \$9.2 Million to the Public Sector/Stadium, with an Average of \$5.8 Million (Figures Include Ticket Sales Tax Revenue (as appropriate) and Upfront Investment has been Amortized Over the Term of the Agreement for Analytical Purposes)
- Applying the Lease Terms of Selected Comparable Interim NFL Agreements Based on Current Conditions would Potentially Generate an Estimated \$7.0 Million to \$9.7 Million to the Public Sector/Stadium, with an Average of \$8.6 Million (Figures Include Ticket Sales Tax Revenue (as appropriate) and Upfront Investment has been Amortized Over the Term of the Agreement for Analytical Purposes)
- It is Worth Noting that in Most Previous Interim/Temporary Situations, the NFL Team had Limited or No Stadium Alternatives

III. PRELIMINARY FINDINGS/OBSERVATIONS

Potential RBOC Revenue (Continued)

- It is Difficult to Estimate with Certainty the Net Revenues to be Realized by the RBOC Given the Many Unknowns at this Time. However, Based on Historical Precedent, Market Characteristics, Stadium Competition, and Numerous Other Factors, the RBOC Could Reasonably Expect to Generate Approximately \$5.0 Million Annually and, Depending Upon Leverage at the Time of Negotiations, Could Generate Up to \$10.0 Million Annually

- ✓ Does Not Include Potential Incremental Advertising/Sponsorship Revenue (IMG Issue)
- ✓ Does Not Include Game Day Expense Reimbursement
- ✓ Does Not Include Potential Upfront Investment (if any)

III. PRELIMINARY FINDINGS/OBSERVATIONS

Stadium Capacity/Attendance Restriction

- EIR Project Alternative #2 (Reduced Attendance Alternative) Reduces Maximum NFL Event Attendance to 50,000
- NFL Average Attendance (Announced) Since 2009 Season has Ranged from a Low of 50,000 (Oakland) to a High of 87,400 (Dallas) – Average of Approximately 67,300
- Only Oakland Averaged Less than 50,000 in Average Announced Attendance (49,986) Since 2009
- A Maximum Attendance of 50,000 at the Rose Bowl Stadium would Negatively Impact the Appearance/Perception from a Television Perspective and the Fan Experience Given the Overall Capacity of the Stadium of Approximately 88,000 (Post Renovation)
- Given the Seating Capacity at the Los Angeles Memorial Coliseum, it is Highly Unlikely Any NFL Team would Agree to Play at the Rose Bowl Stadium with the Attendance Restriction Proposed in Alternative #2
- Given the Attendance History of the NFL and Factors Described Above, it is Highly Unlikely the NFL would Approve the Reduced Attendance Restriction Proposed in Alternative #2, Particularly Given the Alternatives in the Region
- Given the Current Economics of the NFL, a Stadium Attendance Restriction of 50,000 would Likely Render the Rose Bowl Stadium Option as Economically Infeasible to an NFL Team

III. PRELIMINARY FINDINGS/OBSERVATIONS

Stadium Capacity/Attendance Restriction (Continued)

- EIR Alternative #2 Could Potentially Also Substantially Reduce the Rent and Potential Revenue Realized by the RBOC
 - ✓ Fixed/Percentage Rent
 - ✓ Admissions/Parking Taxes and/or Surcharges
 - ✓ Concessions/Novelties
 - ✓ Advertising/Sponsorship
 - ✓ Parking
 - ✓ Premium Seating
 - ✓ Other

APPENDIX A – NFL ATTENDANCE (ANNOUNCED)

APPENDIX A – NFL ATTENDANCE (ANNOUNCED)

NFL Announced Attendance

➤ Announced Figures are
 Illustrated Below are
 Typically Higher than
 Actual/Turnstile Attendance

	2009	Rank	2010	Rank	2011	Rank	Average	Rank
Dallas	89,756	1	87,047	1	85,512	1	87,438	1
Washington	84,794	2	83,172	2	76,921	4	81,629	2
NY Giants	78,701	3	79,019	3	79,475	2	79,065	3
NY Jets	77,052	4	78,596	4	78,986	3	78,211	4
Denver	75,116	5	74,908	5	75,327	5	75,117	5
Carolina	73,289	6	72,620	6	72,292	7	72,734	6
Baltimore	71,082	7	71,227	7	71,224	10	71,178	7
New Orleans	70,105	11	70,038	10	73,042	6	71,062	8
Houston	70,608	9	71,080	8	71,496	9	71,061	9
Green Bay	70,708	8	70,795	9	70,512	11	70,672	10
San Francisco	69,732	12	69,732	11	69,732	12	69,732	11
Philadelphia	69,144	13	69,144	12	69,144	13	69,144	12
Tennessee	69,143	14	69,143	13	69,143	14	69,143	13
Kansas City	67,514	20	67,672	17	72,082	8	69,089	14
New England	68,756	16	68,756	14	68,756	16	68,756	15
Atlanta	68,173	17	67,850	15	68,986	15	68,336	16
Cleveland	68,888	15	66,116	20	65,859	18	66,954	17
Seattle	67,392	21	66,992	18	66,413	17	66,932	18
San Diego	67,543	18	65,530	21	65,392	19	66,155	19
Indianapolis	66,549	22	66,975	19	64,828	20	66,117	20
Miami	67,542	19	67,744	16	60,886	28	65,391	21
Buffalo	70,128	10	63,195	22	62,694	24	65,339	22
Pittsburgh	63,485	25	63,083	23	63,034	22	63,201	23
Arizona	63,142	26	62,774	25	61,181	27	62,366	24
Chicago	62,250	28	62,195	26	62,145	26	62,197	25
Minnesota	63,775	24	58,751	28	62,816	23	61,781	26
Jacksonville	49,651	30	63,032	24	62,331	25	58,338	27
Cincinnati	64,004	23	60,364	27	49,251	32	57,873	28
Detroit	49,395	31	56,285	29	63,742	21	56,474	29
Tampa Bay	62,991	27	49,314	31	56,614	30	56,306	30
St. Louis	55,237	29	52,922	30	56,394	31	54,851	31
Oakland	44,284	32	46,431	32	59,242	29	49,986	32
Average	67,498		66,953		67,358		67,270	

Source: espn.com.



LIMITING CONDITIONS AND ASSUMPTIONS



LIMITING CONDITIONS AND ASSUMPTIONS

This analysis is subject to the following limiting conditions and assumptions:

- ✓ The analysis has been prepared for internal decision making purposes of the City of Pasadena/RBOC only and shall not be used for any other purposes without the prior written permission of Barrett Sports Group, LLC.
- ✓ Ownership and management of the stadium are assumed to be in competent and responsible hands.
- ✓ Any estimates of historical or future revenues, rents, expenses, occupancy, net operating income, mortgage debt service, capital outlays, cash flows, inflation, capitalization rates, yield rates or interest rates are intended solely for analytical purposes and are not to be construed as predictions of the analysts. They represent only the judgment of the authors based on information provided by operators and owners active in the market place, and their accuracy is in no way guaranteed.
- ✓ Our work has been based in part on review and analysis of information provided by unrelated sources which are believed accurate, but cannot be assured to be accurate.
- ✓ Current and anticipated market conditions are influenced by a large number of external factors. We have not knowingly withheld any pertinent facts, but we do not guarantee that we have knowledge of all factors which might influence the operating potential of the facility. Due to rapid changes in the external factors, the actual results may vary significantly from estimates presented in this report.
- ✓ The analysts reserve the right to make such adjustments to the analyses, opinions, and conclusions set forth in this report as may be required by consideration of additional data or more reliable data which may become available.
- ✓ The analysis is intended to be read and used as a whole and not in parts. Separation of any section or page from the main body of the report is expressly forbidden and invalidates the analysis.
- ✓ Possession of the analysis does not carry with it the right of publication. It shall be used for its intended purpose only and by the parties to whom it is addressed. Other parties should not rely on the findings of this report for any purpose and should perform their own due diligence.
- ✓ Our performance of the tasks completed does not constitute an opinion of value or appraisal, or a projection of financial performance or audit of the facility in accordance with generally accepted audit standards. Estimates of value (ranges) have been prepared to illustrate current and possible future market conditions.
- ✓ The analysis shall not be used in any matters pertaining to any financing, or real estate or other securities offering, registration, or exemption with any state or with the federal Securities and Exchange Commission.
- ✓ No liability is assumed for matters which are legal or environmental in nature.

ATTACHMENT B



BARRETT SPORTS GROUP, LLC

**Mr. Daniel S. Barrett
Principal**

Mr. Barrett is the founder and principal owner of Barrett Sports Group, LLC, a boutique consulting firm specializing in the business of sports. Prior to forming Barrett Sports Group, LLC, Mr. Barrett was Managing Director of the Western Region Sports & Entertainment Investment Banking Division of A.G. Edwards & Sons. Prior to that, Mr. Barrett was the head of the Western Region Hospitality, Sports & Leisure Consulting Practice for Deloitte & Touche LLP. Mr. Barrett has over 22 years experience in planning, financing, developing and operating sports, entertainment and real estate projects. Mr. Barrett also has extensive experience in the valuation of major and minor league sports teams and facilities. Mr. Barrett has personally worked on over 1,000 sports industry projects.

Mr. Barrett is a nationally recognized sports industry expert. He has authored sports industry articles and been quoted in numerous publications. In addition, Mr. Barrett has been a speaker at sports industry conferences and conventions and a guest lecturer at the University of Southern California, California State University, Long Beach and the University of San Francisco. He is an adjunct professor having taught The Business of Sport at the University of San Francisco graduate program in Sport Management. Mr. Barrett earned a Master of Business Administration in Finance and Real Estate from the University of Southern California (USC). He received a Bachelor of Arts in Economics/International Studies from the University of California, Los Angeles (UCLA). Mr. Barrett has direct experience in the following areas:

I. Sports Facility Planning

- ✓ Market Demand
- ✓ Financial Feasibility
- ✓ Cash Flow Model Development
- ✓ Multi-Variable Sensitivity Analysis
- ✓ Premium Seating Demand Analysis
- ✓ Evaluation of Naming Rights Transactions
- ✓ Evaluation of Sponsorship Agreements
- ✓ Evaluation of Personal Seat License Programs
- ✓ Site Evaluation/Selection
- ✓ Facility Expansion/Renovation
- ✓ Facility Reuse Analysis
- ✓ Revenue Enhancement Strategies
- ✓ Architect/Contractor Selection
- ✓ Evaluation of Project Delivery
- ✓ Evaluation of Management Alternatives

II. Sports Facility Financing

- ✓ Financial Advisory
- ✓ Identification of Financing Sources
- ✓ Development of Financing Plans
- ✓ Development of Public/Private Partnerships
- ✓ Financing Credit Presentations/Negotiations
- ✓ Request for Proposal for Financing
- ✓ Evaluation of Refinancing Alternatives
- ✓ Financing Capacity Evaluation

III. Strategic Planning

- ✓ Negotiation Advisory
- ✓ Return Analysis (PV/ROI/IRR/Cash Payback)
- ✓ Capital Investment Analysis
- ✓ Buy Versus Lease Analysis
- ✓ Renovation Versus New Facility Construction
- ✓ Project Budgeting
- ✓ Risk Mitigation Strategies
- ✓ Franchise/Facility Business Plans



BARRETT SPORTS GROUP, LLC

**Mr. Daniel S. Barrett
Principal**

- ✓ Real Estate Master Planning

IV. Transaction Due Diligence

- ✓ Identification of Acquisition Candidates
- ✓ Identification of Potential Qualified Buyers
- ✓ Overview of Comparable Transactions
- ✓ Preparation of Cash Flow Models
- ✓ Development of Financing Plans
- ✓ Preparation of Ownership Applications
- ✓ Preparation of Offering Memoranda
- ✓ Negotiating Advisory
- ✓ Valuation Support (See Below)

V. Valuation

- ✓ Sports Franchise Valuation
- ✓ Sports Facility Valuation
- ✓ Lease Valuation
- ✓ Sports League Valuation
- ✓ Real Estate Valuation

VI. Economic/Fiscal Impact Studies – Construction and Operations

- ✓ Economic Output (Spending)
- ✓ Employment
- ✓ Municipal Revenues/Expenses
- ✓ Substitution Effect
- ✓ Transfer Spending
- ✓ Project Tax Increment Estimates
- ✓ Real Estate Impact

VII. Other Consulting Services

- ✓ Media Contract Evaluation and Negotiation
- ✓ Franchise Financing Support
 - Line of Credit
 - Permanent
- ✓ Governance/Sports Authority Advisory
- ✓ Benchmarking Studies
 - Deal Structures/Lease Evaluation
 - Franchise/Facility Operations Review
- ✓ Third Party Contract Evaluation
 - Facility Managers/Operators
 - Concessions
- ✓ Review of Proposals
 - Financing
 - Development
 - Operations
- ✓ Ticket Pricing Strategies

Below is a representative list of Mr. Barrett's clients.



BARRETT SPORTS GROUP, LLC

Mr. Daniel S. Barrett
Principal

Public Sector Clients

- ✓ Allen County War Memorial Coliseum
- ✓ Atlantic City Convention & Visitors Authority
- ✓ Anchorage Economic Development Authority
- ✓ Arizona State University
- ✓ Calgary Convention Center
- ✓ California State University, Sacramento
- ✓ City of Albuquerque
- ✓ City of Anaheim
- ✓ City of Atlanta-Fulton County Recreation Authority
- ✓ City of Auburn Hills
- ✓ City of Bellevue
- ✓ City of Brighton
- ✓ City of Coffeyville
- ✓ City of Compton
- ✓ City of Corona
- ✓ City of Dallas
- ✓ City of Edmonton/Edmonton Coliseum
- ✓ City of Encinitas
- ✓ City of Fresno
- ✓ City of Fremont
- ✓ City of Henderson
- ✓ City of Houston/Harris County
- ✓ City of Huntington Beach
- ✓ City of Inglewood
- ✓ City of Lake Elsinore
- ✓ City of Oceanside
- ✓ City of Oklahoma City
- ✓ County of Onondaga
- ✓ City of Pasadena/Rose Bowl
- ✓ City of Rio Rancho
- ✓ City of Sacramento
- ✓ City of San Diego
- ✓ City of San Francisco
- ✓ City of Santa Cruz
- ✓ City of Sarasota
- ✓ City of Thousand Oaks
- ✓ City of Topeka
- ✓ City of Winnipeg
- ✓ Commonwealth of Virginia
- ✓ County of Dallas
- ✓ County of Gwinnett
- ✓ County of Luzerne
- ✓ County of Monterey/Laguna Seca Raceway
- ✓ County of Onondaga
- ✓ County of Ramsey
- ✓ County of Sacramento
- ✓ County of Sarasota
- ✓ County of San Bernardino
- ✓ County of San Diego
- ✓ Franklin County Convention Facilities Authority
- ✓ Greeley Community Facilities Task Force
- ✓ Hawaii Convention Center Authority
- ✓ Hillsborough County Property Appraiser
- ✓ Incline Village General Improvements District
- ✓ Louisiana NFL Stadium Advisory Commission
- ✓ Maryland Stadium Authority
- ✓ Metro. Government of Nashville and Davidson
- ✓ New Jersey Sports & Exposition Authority
- ✓ Oakland-Alameda County Coliseum Complex
- ✓ REDEEM
- ✓ River City Regional Stadium Financing Authority
- ✓ Shoreline Amphitheater
- ✓ State of California/Los Angeles Memorial Coliseum
- ✓ State of Georgia/Georgia Dome
- ✓ State of Hawaii/Aloha Stadium
- ✓ State of Louisiana/Mercedes-Benz Superdome
- ✓ State of Louisiana/New Orleans Arena
- ✓ State of Minnesota
- ✓ State of New Mexico
- ✓ State of Virginia
- ✓ The Los Angeles County Fair, Hotel & Exposition
- ✓ Tournament of Roses
- ✓ Town of Castle Rock
- ✓ University of California, Los Angeles (UCLA)
- ✓ University of Nebraska, Omaha
- ✓ University of Northern Colorado
- ✓ University of Texas, El Paso (UTEP)
- ✓ Washington State MLB Stadium Public Facilities District
- ✓ Washington State NFL Public Stadium Authority



BARRETT SPORTS GROUP, LLC

**Mr. Daniel S. Barrett
Principal**

Private Sector Clients

- ✓ Ak-Sar-Ben River City Rodeo & Stock Show
- ✓ Anaheim Angels
- ✓ Ascent Entertainment
- ✓ Baker Botts LLP
- ✓ Baker Ranch
- ✓ Boston Bruins/New England Sports Network
- ✓ Carolina Hurricanes
- ✓ Canadian Minor League Hockey Franchise
- ✓ Cleveland Indians
- ✓ Committee for Arts and Youth Sports (Sacramento)
- ✓ Denver Broncos
- ✓ Detroit Lions
- ✓ Downtown Council Kansas City
- ✓ Fleet Bank/New York Islanders
- ✓ Fox Rothschild LLP
- ✓ FTI Consulting
- ✓ Fundamental Advisors (Memphis Redbirds)
- ✓ Gibson Dunn & Crutcher LLP
- ✓ Heritage Services/College World Series (Omaha)
- ✓ Hollywood Park Race Track
- ✓ Homart/Sears, Roebuck & Company
- ✓ Houston Texans
- ✓ Independence Media
- ✓ International Hockey League/Milwaukee Admirals
- ✓ Joseph M. Bryan Foundation of Greater Greensboro
- ✓ Koll/Arcadia Investors
- ✓ Legends Hospitality Management
- ✓ Luna Entertainment
- ✓ Lyttle Hockey, LLC
- ✓ Major League Baseball Investor Group
- ✓ Major League Soccer (Proskauer)
- ✓ Morrison Foerster LLP
- ✓ Mudville Nine Baseball Club
- ✓ National Collegiate Athletic Association (NCAA)
- ✓ National Hockey League (Skadden)
- ✓ National Thoroughbred Racing Association (NTRA)
- ✓ New England Patriots
- ✓ New Orleans (formerly Charlotte) Hornets
- ✓ Oakland Athletics Investor Group
- ✓ Pacific Baseball Partners
- ✓ Paso del Norte Group
- ✓ Philadelphia Eagles
- ✓ Pittsburgh Penguins Investor Group
- ✓ Portland Arena Management
- ✓ Portland Beavers Investor Group
- ✓ Portland Timbers
- ✓ Private Developer (Proposed Convention Center)
- ✓ Private Investor (Triple-A Team)
- ✓ Private Investor (MLS Team)
- ✓ Proskauer Rose LLP
- ✓ Richmond Coliseum Study Group
- ✓ River West Investments
- ✓ Rogers Communications, Inc./Toronto Blue Jays
- ✓ Sacramento River Cats
- ✓ St. Louis Blues Investor Group
- ✓ San Francisco 49ers (Limited Partner)
- ✓ San Francisco Giants
- ✓ Seattle Seahawks
- ✓ Seattle Sounders
- ✓ Sheppard Mullin Richter & Hampton LLP
- ✓ Skadden, Arps, Slate, Meagher & Flom LLP
- ✓ Sovereign Bank (MLS Team)
- ✓ Steinberg & Moorad
- ✓ Stoel Rives LLP
- ✓ Suite Idea (Kalamazoo)
- ✓ Tampa Bay Lightning (Ice Palace)
- ✓ Texas Motor Speedway
- ✓ The Fresno Diamond Group – Investor
- ✓ The Recording Academy – Grammy Hall of Fame
- ✓ United Football League
- ✓ Vancouver Canucks
- ✓ Visalia Oaks Baseball Club
- ✓ Wachovia Bank, N.A.
- ✓ Western Hockey League Investor Group



BARRETT SPORTS GROUP, LLC

**Mr. Daniel S. Barrett
Principal**

Expert Witness Cases

- Detroit Lions v City of Dearborn – Practice Facility Valuation Dispute (Sports Industry Expert)
- National Hockey League v Dewey Ranch Hockey, LLC (Phoenix Coyotes) – Franchise Valuation (Sports Industry Expert)
- City of San Diego v Lexington Insurance – Estimated Net Revenue Loss for Cancelled NFL Game/Fire Insurance Claim (Sports Industry Expert – No Testimony)
- City of Auburn Hills v Palace Sports and Entertainment – Arena Valuation Dispute (Sports Industry Expert)
- MLS v Alan Rothenberg – Minority Interest Valuation Dispute (Sports Industry Expert – No Testimony)
- Attorney General’s Office (MD) v Baltimore Orioles – Lease Dispute (Sports Industry Expert – No Testimony)
- San Francisco Giants v City/County of San Francisco – Stadium Valuation Dispute (Sports Industry Expert)
- Hillsborough County v Palace Sports and Entertainment – Arena Valuation Dispute (Sports Industry Expert)
- PAM v Multnomah County – Arena Valuation Dispute (Sports Industry Expert – No Testimony)
- City of Anaheim v Angels Baseball – Team Name Dispute (Sports Industry Expert – No Testimony)

Speaking Engagements

- Baseball Winter Meetings
- International Municipal Lawyers Association Conference
- CLE (Continuing Legal Education) International Land Use Conference
- California Society of Municipal Finance Officers
- Association of Luxury Suite Directors Conference
- Society for Marketing Professional Services Conference
- National Association of Real Estate Editors Conference
- Marquette Sports Law Institute Conference



BARRETT SPORTS GROUP, LLC

Mr. Daniel S. Barrett
Principal

National Sports Marketing Network

Deloitte & Touche Real Estate Breakfast Series

International Hockey League Annual Meeting

Publications

The Business of Sports – Section 9 Stadiums and Arenas (Contribution)

Naming Rights Deals – Foreword Naming Rights Deals: Understanding the Value

The Stadium Game – Chapter 4 Stadium and Arena Financing (Contributor)



BARRETT SPORTS GROUP, LLC

Mr. Joshua C. Cohen
Manager

Mr. Joshua C. Cohen is a Manager at Barrett Sports Group, LLC and leads the firm's Phoenix, Arizona office. He has been with the firm for over ten years. Mr. Cohen has experience in the planning, financing, developing, and operating sports and entertainment facilities, as well as a comprehensive understanding of the operations of major league, minor league, and collegiate teams. Specifically, Mr. Cohen has extensive experience in the following areas, including but not limited to: market demand analysis; financial feasibility analysis; cash flow model development; financing/funding analysis; economic and fiscal impact analysis; franchise valuation analysis; stadium and arena valuation analysis; transaction due diligence; lease evaluation; general advisory/strategic support; and litigation support. Mr. Cohen received his M.B.A (emphasis Finance) from Arizona State University (ASU) and his B.A. in Political Science with a specialization in Business Administration (emphasis Accounting) from the University of California, Los Angeles (UCLA).

During his tenure with Barrett Sports Group, Mr. Cohen has worked on projects in both the public and private sector. Please see below for a representative list of recent projects:

Public Sector

- ✓ Arizona State University
- ✓ Atlantic City Convention & Visitors Authority
- ✓ California State University, Sacramento
- ✓ City of Albuquerque
- ✓ City of Anaheim
- ✓ City of Auburn Hills
- ✓ City of Bellevue
- ✓ City of Brighton
- ✓ City of Fremont
- ✓ City of Fresno
- ✓ City of Oceanside
- ✓ City of Pasadena/Rose Bowl
- ✓ City of Rio Rancho
- ✓ City of Sacramento
- ✓ City of San Diego
- ✓ City of San Francisco
- ✓ City of Santa Cruz
- ✓ City of Sarasota
- ✓ City of Topeka
- ✓ City of Winnipeg
- ✓ Commonwealth of Virginia
- ✓ County of Dallas
- ✓ County of Luzerne
- ✓ County of Onondaga
- ✓ County of Ramsey
- ✓ County of Sacramento
- ✓ County of San Diego
- ✓ County of Sarasota
- ✓ Greeley Community Facilities Task Force
- ✓ Hillsborough County Property Appraiser
- ✓ Louisiana NFL Stadium Advisory Commission
- ✓ Maryland Stadium Authority
- ✓ Metro. Government of Nashville and Davidson
- ✓ Oakland-Alameda County Coliseum Authority
- ✓ State of Georgia/Georgia Dome
- ✓ State of Hawaii/Aloha Stadium
- ✓ State of Louisiana/Mercedes Benz Superdome
- ✓ State of Louisiana/New Orleans Arena
- ✓ State of New Mexico
- ✓ Town of Castle Rock
- ✓ University of California, Los Angeles (UCLA)
- ✓ University of Kentucky/ISG
- ✓ University of Nebraska, Omaha
- ✓ University of Northern Colorado
- ✓ University of Texas, El Paso (UTEP)
- ✓ Washington State NFL Public Stadium Authority

Private Sector

- ✓ Ak-Sar-Ben River City Rodeo & Stock Show
- ✓ Carolina Hurricanes
- ✓ Committee for Arts and Youth Sports (Sacramento)
- ✓ Detroit Lions
- ✓ Downtown Council Kansas City
- ✓ Forest City Ratner Companies
- ✓ Fox Rothschild, LLP
- ✓ FTI Consulting, Inc.
- ✓ Fundamental Advisors (Memphis Redbirds)



BARRETT SPORTS GROUP, LLC

**Mr. Joshua C. Cohen
Manager**

- ✓ Heritage Services (College World Series)
- ✓ Houston Texans
- ✓ Joseph M. Bryan Foundation of Greater Greensboro
- ✓ Legends Hospitality Management
- ✓ Luna Entertainment
- ✓ Lyttle Hockey, LLC
- ✓ Major League Soccer (Proskauer)
- ✓ Morrison Foerster LLP
- ✓ National Grid USA Service Company, Inc.
- ✓ National Hockey League (Skadden)
- ✓ National Thoroughbred Racing Association
- ✓ New Orleans (formerly Charlotte) Hornets
- ✓ New York Red Bulls
- ✓ Pacific Baseball Partners
- ✓ Paso del Norte Group
- ✓ Pittsburgh Penguins Investor Group
- ✓ Portland Arena Management
- ✓ Portland Timbers
- ✓ Private Investor (Triple-A Team)
- ✓ Private Investor (MLS Team)
- ✓ Proskauer Rose LLP
- ✓ Richmond Coliseum Study Group
- ✓ River West Investments
- ✓ Sacramento River Cats
- ✓ San Francisco Giants
- ✓ San Francisco 49ers (Limited Partner)
- ✓ Seattle Seahawks
- ✓ Seattle Sounders
- ✓ Skadden, Arps, Slate, Meagher & Flom LLP
- ✓ Sovereign Bank (MLS Team)
- ✓ Suite Idea (Kalamazoo)
- ✓ United Football League
- ✓ Vinson & Elkins LLP (Tacoma Rainiers)
- ✓ Wachovia Bank, N.A.

ATTACHMENT B



BARRETT SPORTS GROUP, LLC

**Mr. Daniel S. Barrett
Principal**

Mr. Barrett is the founder and principal owner of Barrett Sports Group, LLC, a boutique consulting firm specializing in the business of sports. Prior to forming Barrett Sports Group, LLC, Mr. Barrett was Managing Director of the Western Region Sports & Entertainment Investment Banking Division of A.G. Edwards & Sons. Prior to that, Mr. Barrett was the head of the Western Region Hospitality, Sports & Leisure Consulting Practice for Deloitte & Touche LLP. Mr. Barrett has over 22 years experience in planning, financing, developing and operating sports, entertainment and real estate projects. Mr. Barrett also has extensive experience in the valuation of major and minor league sports teams and facilities. Mr. Barrett has personally worked on over 1,000 sports industry projects.

Mr. Barrett is a nationally recognized sports industry expert. He has authored sports industry articles and been quoted in numerous publications. In addition, Mr. Barrett has been a speaker at sports industry conferences and conventions and a guest lecturer at the University of Southern California, California State University, Long Beach and the University of San Francisco. He is an adjunct professor having taught The Business of Sport at the University of San Francisco graduate program in Sport Management. Mr. Barrett earned a Master of Business Administration in Finance and Real Estate from the University of Southern California (USC). He received a Bachelor of Arts in Economics/International Studies from the University of California, Los Angeles (UCLA). Mr. Barrett has direct experience in the following areas:

I. Sports Facility Planning

- ✓ Market Demand
- ✓ Financial Feasibility
- ✓ Cash Flow Model Development
- ✓ Multi-Variable Sensitivity Analysis
- ✓ Premium Seating Demand Analysis
- ✓ Evaluation of Naming Rights Transactions
- ✓ Evaluation of Sponsorship Agreements
- ✓ Evaluation of Personal Seat License Programs
- ✓ Site Evaluation/Selection
- ✓ Facility Expansion/Renovation
- ✓ Facility Reuse Analysis
- ✓ Revenue Enhancement Strategies
- ✓ Architect/Contractor Selection
- ✓ Evaluation of Project Delivery
- ✓ Evaluation of Management Alternatives

II. Sports Facility Financing

- ✓ Financial Advisory
- ✓ Identification of Financing Sources
- ✓ Development of Financing Plans
- ✓ Development of Public/Private Partnerships
- ✓ Financing Credit Presentations/Negotiations
- ✓ Request for Proposal for Financing
- ✓ Evaluation of Refinancing Alternatives
- ✓ Financing Capacity Evaluation

III. Strategic Planning

- ✓ Negotiation Advisory
- ✓ Return Analysis (PV/ROI/IRR/Cash Payback)
- ✓ Capital Investment Analysis
- ✓ Buy Versus Lease Analysis
- ✓ Renovation Versus New Facility Construction
- ✓ Project Budgeting
- ✓ Risk Mitigation Strategies
- ✓ Franchise/Facility Business Plans



BARRETT SPORTS GROUP, LLC

Mr. Daniel S. Barrett
Principal

- ✓ Real Estate Master Planning

IV. Transaction Due Diligence

- ✓ Identification of Acquisition Candidates
- ✓ Identification of Potential Qualified Buyers
- ✓ Overview of Comparable Transactions
- ✓ Preparation of Cash Flow Models
- ✓ Development of Financing Plans
- ✓ Preparation of Ownership Applications
- ✓ Preparation of Offering Memoranda
- ✓ Negotiating Advisory
- ✓ Valuation Support (See Below)

V. Valuation

- ✓ Sports Franchise Valuation
- ✓ Sports Facility Valuation
- ✓ Lease Valuation
- ✓ Sports League Valuation
- ✓ Real Estate Valuation

VI. Economic/Fiscal Impact Studies – Construction and Operations

- ✓ Economic Output (Spending)
- ✓ Employment
- ✓ Municipal Revenues/Expenses
- ✓ Substitution Effect
- ✓ Transfer Spending
- ✓ Project Tax Increment Estimates
- ✓ Real Estate Impact

VII. Other Consulting Services

- ✓ Media Contract Evaluation and Negotiation
- ✓ Franchise Financing Support
 - Line of Credit
 - Permanent
- ✓ Governance/Sports Authority Advisory
- ✓ Benchmarking Studies
 - Deal Structures/Lease Evaluation
 - Franchise/Facility Operations Review
- ✓ Third Party Contract Evaluation
 - Facility Managers/Operators
 - Concessions
- ✓ Review of Proposals
 - Financing
 - Development
 - Operations
- ✓ Ticket Pricing Strategies

Below is a representative list of Mr. Barrett's clients.



BARRETT SPORTS GROUP, LLC

**Mr. Daniel S. Barrett
Principal**

Public Sector Clients

- ✓ Allen County War Memorial Coliseum
- ✓ Atlantic City Convention & Visitors Authority
- ✓ Anchorage Economic Development Authority
- ✓ Arizona State University
- ✓ Calgary Convention Center
- ✓ California State University, Sacramento
- ✓ City of Albuquerque
- ✓ City of Anaheim
- ✓ City of Atlanta-Fulton County Recreation Authority
- ✓ City of Auburn Hills
- ✓ City of Bellevue
- ✓ City of Brighton
- ✓ City of Coffeyville
- ✓ City of Compton
- ✓ City of Corona
- ✓ City of Dallas
- ✓ City of Edmonton/Edmonton Coliseum
- ✓ City of Encinitas
- ✓ City of Fresno
- ✓ City of Fremont
- ✓ City of Henderson
- ✓ City of Houston/Harris County
- ✓ City of Huntington Beach
- ✓ City of Inglewood
- ✓ City of Lake Elsinore
- ✓ City of Oceanside
- ✓ City of Oklahoma City
- ✓ County of Onondaga
- ✓ City of Pasadena/Rose Bowl
- ✓ City of Rio Rancho
- ✓ City of Sacramento
- ✓ City of San Diego
- ✓ City of San Francisco
- ✓ City of Santa Cruz
- ✓ City of Sarasota
- ✓ City of Thousand Oaks
- ✓ City of Topeka
- ✓ City of Winnipeg
- ✓ Commonwealth of Virginia
- ✓ County of Dallas
- ✓ County of Gwinnett
- ✓ County of Luzerne
- ✓ County of Monterey/Laguna Seca Raceway
- ✓ County of Onondaga
- ✓ County of Ramsey
- ✓ County of Sacramento
- ✓ County of Sarasota
- ✓ County of San Bernardino
- ✓ County of San Diego
- ✓ Franklin County Convention Facilities Authority
- ✓ Greeley Community Facilities Task Force
- ✓ Hawaii Convention Center Authority
- ✓ Hillsborough County Property Appraiser
- ✓ Incline Village General Improvements District
- ✓ Louisiana NFL Stadium Advisory Commission
- ✓ Maryland Stadium Authority
- ✓ Metro. Government of Nashville and Davidson
- ✓ New Jersey Sports & Exposition Authority
- ✓ Oakland-Alameda County Coliseum Complex
- ✓ REDEEM
- ✓ River City Regional Stadium Financing Authority
- ✓ Shoreline Amphitheater
- ✓ State of California/Los Angeles Memorial Coliseum
- ✓ State of Georgia/Georgia Dome
- ✓ State of Hawaii/Aloha Stadium
- ✓ State of Louisiana/Mercedes-Benz Superdome
- ✓ State of Louisiana/New Orleans Arena
- ✓ State of Minnesota
- ✓ State of New Mexico
- ✓ State of Virginia
- ✓ The Los Angeles County Fair, Hotel & Exposition
- ✓ Tournament of Roses
- ✓ Town of Castle Rock
- ✓ University of California, Los Angeles (UCLA)
- ✓ University of Nebraska, Omaha
- ✓ University of Northern Colorado
- ✓ University of Texas, El Paso (UTEP)
- ✓ Washington State MLB Stadium Public Facilities District
- ✓ Washington State NFL Public Stadium Authority



BARRETT SPORTS GROUP, LLC

**Mr. Daniel S. Barrett
Principal**

Private Sector Clients

- ✓ Ak-Sar-Ben River City Rodeo & Stock Show
- ✓ Anaheim Angels
- ✓ Ascent Entertainment
- ✓ Baker Botts LLP
- ✓ Baker Ranch
- ✓ Boston Bruins/New England Sports Network
- ✓ Carolina Hurricanes
- ✓ Canadian Minor League Hockey Franchise
- ✓ Cleveland Indians
- ✓ Committee for Arts and Youth Sports (Sacramento)
- ✓ Denver Broncos
- ✓ Detroit Lions
- ✓ Downtown Council Kansas City
- ✓ Fleet Bank/New York Islanders
- ✓ Fox Rothschild LLP
- ✓ FTI Consulting
- ✓ Fundamental Advisors (Memphis Redbirds)
- ✓ Gibson Dunn & Crutcher LLP
- ✓ Heritage Services/College World Series (Omaha)
- ✓ Hollywood Park Race Track
- ✓ Homart/Sears, Roebuck & Company
- ✓ Houston Texans
- ✓ Independence Media
- ✓ International Hockey League/Milwaukee Admirals
- ✓ Joseph M. Bryan Foundation of Greater Greensboro
- ✓ Koll/Arcadia Investors
- ✓ Legends Hospitality Management
- ✓ Luna Entertainment
- ✓ Lyttle Hockey, LLC
- ✓ Major League Baseball Investor Group
- ✓ Major League Soccer (Proskauer)
- ✓ Morrison Foerster LLP
- ✓ Mudville Nine Baseball Club
- ✓ National Collegiate Athletic Association (NCAA)
- ✓ National Hockey League (Skadden)
- ✓ National Thoroughbred Racing Association (NTRA)
- ✓ New England Patriots
- ✓ New Orleans (formerly Charlotte) Hornets
- ✓ Oakland Athletics Investor Group
- ✓ Pacific Baseball Partners
- ✓ Paso del Norte Group
- ✓ Philadelphia Eagles
- ✓ Pittsburgh Penguins Investor Group
- ✓ Portland Arena Management
- ✓ Portland Beavers Investor Group
- ✓ Portland Timbers
- ✓ Private Developer (Proposed Convention Center)
- ✓ Private Investor (Triple-A Team)
- ✓ Private Investor (MLS Team)
- ✓ Proskauer Rose LLP
- ✓ Richmond Coliseum Study Group
- ✓ River West Investments
- ✓ Rogers Communications, Inc./Toronto Blue Jays
- ✓ Sacramento River Cats
- ✓ St. Louis Blues Investor Group
- ✓ San Francisco 49ers (Limited Partner)
- ✓ San Francisco Giants
- ✓ Seattle Seahawks
- ✓ Seattle Sounders
- ✓ Sheppard Mullin Richter & Hampton LLP
- ✓ Skadden, Arps, Slate, Meagher & Flom LLP
- ✓ Sovereign Bank (MLS Team)
- ✓ Steinberg & Moorad
- ✓ Stoel Rives LLP
- ✓ Suite Idea (Kalamazoo)
- ✓ Tampa Bay Lightning (Ice Palace)
- ✓ Texas Motor Speedway
- ✓ The Fresno Diamond Group – Investor
- ✓ The Recording Academy – Grammy Hall of Fame
- ✓ United Football League
- ✓ Vancouver Canucks
- ✓ Visalia Oaks Baseball Club
- ✓ Wachovia Bank, N.A.
- ✓ Western Hockey League Investor Group



BARRETT SPORTS GROUP, LLC

Mr. Daniel S. Barrett
Principal

Expert Witness Cases

Detroit Lions v City of Dearborn – Practice Facility Valuation Dispute (Sports Industry Expert)

National Hockey League v Dewey Ranch Hockey, LLC (Phoenix Coyotes) – Franchise Valuation (Sports Industry Expert)

City of San Diego v Lexington Insurance – Estimated Net Revenue Loss for Cancelled NFL Game/Fire Insurance Claim (Sports Industry Expert – No Testimony)

City of Auburn Hills v Palace Sports and Entertainment – Arena Valuation Dispute (Sports Industry Expert)

MLS v Alan Rothenberg – Minority Interest Valuation Dispute (Sports Industry Expert – No Testimony)

Attorney General’s Office (MD) v Baltimore Orioles – Lease Dispute (Sports Industry Expert – No Testimony)

San Francisco Giants v City/County of San Francisco – Stadium Valuation Dispute (Sports Industry Expert)

Hillsborough County v Palace Sports and Entertainment – Arena Valuation Dispute (Sports Industry Expert)

PAM v Multnomah County – Arena Valuation Dispute (Sports Industry Expert – No Testimony)

City of Anaheim v Angels Baseball – Team Name Dispute (Sports Industry Expert – No Testimony)

Speaking Engagements

Baseball Winter Meetings

International Municipal Lawyers Association Conference

CLE (Continuing Legal Education) International Land Use Conference

California Society of Municipal Finance Officers

Association of Luxury Suite Directors Conference

Society for Marketing Professional Services Conference

National Association of Real Estate Editors Conference

Marquette Sports Law Institute Conference



BARRETT SPORTS GROUP, LLC

Mr. Daniel S. Barrett
Principal

National Sports Marketing Network

Deloitte & Touche Real Estate Breakfast Series

International Hockey League Annual Meeting

Publications

The Business of Sports – Section 9 Stadiums and Arenas (Contribution)

Naming Rights Deals – Foreword Naming Rights Deals: Understanding the Value

The Stadium Game – Chapter 4 Stadium and Arena Financing (Contributor)



BARRETT SPORTS GROUP, LLC

**Mr. Joshua C. Cohen
Manager**

Mr. Joshua C. Cohen is a Manager at Barrett Sports Group, LLC and leads the firm's Phoenix, Arizona office. He has been with the firm for over ten years. Mr. Cohen has experience in the planning, financing, developing, and operating sports and entertainment facilities, as well as a comprehensive understanding of the operations of major league, minor league, and collegiate teams. Specifically, Mr. Cohen has extensive experience in the following areas, including but not limited to: market demand analysis; financial feasibility analysis; cash flow model development; financing/funding analysis; economic and fiscal impact analysis; franchise valuation analysis; stadium and arena valuation analysis; transaction due diligence; lease evaluation; general advisory/strategic support; and litigation support. Mr. Cohen received his M.B.A (emphasis Finance) from Arizona State University (ASU) and his B.A. in Political Science with a specialization in Business Administration (emphasis Accounting) from the University of California, Los Angeles (UCLA).

During his tenure with Barrett Sports Group, Mr. Cohen has worked on projects in both the public and private sector. Please see below for a representative list of recent projects:

Public Sector

- ✓ Arizona State University
- ✓ Atlantic City Convention & Visitors Authority
- ✓ California State University, Sacramento
- ✓ City of Albuquerque
- ✓ City of Anaheim
- ✓ City of Auburn Hills
- ✓ City of Bellevue
- ✓ City of Brighton
- ✓ City of Fremont
- ✓ City of Fresno
- ✓ City of Oceanside
- ✓ City of Pasadena/Rose Bowl
- ✓ City of Rio Rancho
- ✓ City of Sacramento
- ✓ City of San Diego
- ✓ City of San Francisco
- ✓ City of Santa Cruz
- ✓ City of Sarasota
- ✓ City of Topeka
- ✓ City of Winnipeg
- ✓ Commonwealth of Virginia
- ✓ County of Dallas
- ✓ County of Luzerne
- ✓ County of Onondaga
- ✓ County of Ramsey
- ✓ County of Sacramento
- ✓ County of San Diego
- ✓ County of Sarasota
- ✓ Greeley Community Facilities Task Force
- ✓ Hillsborough County Property Appraiser
- ✓ Louisiana NFL Stadium Advisory Commission
- ✓ Maryland Stadium Authority
- ✓ Metro. Government of Nashville and Davidson
- ✓ Oakland-Alameda County Coliseum Authority
- ✓ State of Georgia/Georgia Dome
- ✓ State of Hawaii/Aloha Stadium
- ✓ State of Louisiana/Mercedes Benz Superdome
- ✓ State of Louisiana/New Orleans Arena
- ✓ State of New Mexico
- ✓ Town of Castle Rock
- ✓ University of California, Los Angeles (UCLA)
- ✓ University of Kentucky/ISG
- ✓ University of Nebraska, Omaha
- ✓ University of Northern Colorado
- ✓ University of Texas, El Paso (UTEP)
- ✓ Washington State NFL Public Stadium Authority

Private Sector

- ✓ Ak-Sar-Ben River City Rodeo & Stock Show
- ✓ Carolina Hurricanes
- ✓ Committee for Arts and Youth Sports (Sacramento)
- ✓ Detroit Lions
- ✓ Downtown Council Kansas City
- ✓ Forest City Ratner Companies
- ✓ Fox Rothschild, LLP
- ✓ FTI Consulting, Inc.
- ✓ Fundamental Advisors (Memphis Redbirds)



BARRETT SPORTS GROUP, LLC

**Mr. Joshua C. Cohen
Manager**

- ✓ Heritage Services (College World Series)
- ✓ Houston Texans
- ✓ Joseph M. Bryan Foundation of Greater Greensboro
- ✓ Legends Hospitality Management
- ✓ Luna Entertainment
- ✓ Lytle Hockey, LLC
- ✓ Major League Soccer (Proskauer)
- ✓ Morrison Foerster LLP
- ✓ National Grid USA Service Company, Inc.
- ✓ National Hockey League (Skadden)
- ✓ National Thoroughbred Racing Association
- ✓ New Orleans (formerly Charlotte) Hornets
- ✓ New York Red Bulls
- ✓ Pacific Baseball Partners
- ✓ Paso del Norte Group
- ✓ Pittsburgh Penguins Investor Group
- ✓ Portland Arena Management
- ✓ Portland Timbers
- ✓ Private Investor (Triple-A Team)
- ✓ Private Investor (MLS Team)
- ✓ Proskauer Rose LLP
- ✓ Richmond Coliseum Study Group
- ✓ River West Investments
- ✓ Sacramento River Cats
- ✓ San Francisco Giants
- ✓ San Francisco 49ers (Limited Partner)
- ✓ Seattle Seahawks
- ✓ Seattle Sounders
- ✓ Skadden, Arps, Slate, Meagher & Flom LLP
- ✓ Sovereign Bank (MLS Team)
- ✓ Suite Idea (Kalamazoo)
- ✓ United Football League
- ✓ Vinson & Elkins LLP (Tacoma Rainiers)
- ✓ Wachovia Bank, N.A.

Jomsky, Mark

Subject: FW: WWW COMMENT

From: CityWeb-Server@cityofpasadena.net [mailto:CityWeb-Server@cityofpasadena.net]

Sent: Sunday, August 19, 2012 1:50 PM

To: Mermell, Steve

Subject: WWW COMMENT

Data from form "Contact Assistant City Manager Steve Mermell" was received on 8/19/2012 1:49:42 PM.

Send Comments

Field	Value
Your Name	SUSANN PERRY
Phone	626 405-0076
Email	perrysw@gmail.com
Comments	<p>Pasadena voters previously rejected a bid to bring an NFL team to Pasadena. I AM a long time Pasadena Resident. I do not want an NFL team at the Rose Bowl or the 710 Freeway CONNECTED in Pasadena. The Rose Bowl is in the middle of a \$179-million renovation, and officials say there is a roughly \$30-million gap between available funding and construction costs. NO TAXPAYER MONEY should be wasted on this renovation. It was a bad idea in the first place. The draft environmental report by Camarillo-based Impact Sciences Inc. examined the effect of having 13 NFL games at the stadium for up to five years, beginning as early as the 2013 season. Adding 13 large events to the Rose Bowl is not acceptable. Pasadena law allows the Rose Bowl to host no more than 12 events a year that garner attendance of 20,000 people or more. The City Council would have to amend the ordinance, allowing 25 events, for a pro football team to call the stadium home. DO NOT amend this ordinance to allow these large events. The report found that hosting NFL games would increase traffic and traffic-related noise, and would unavoidably restrict public access to other recreational activities in the Arroyo Seco on game days, such as running, hiking or using the Rose Bowl Aquatic Center. The expected traffic would generate air pollution that exceeds South Coast Air Quality Management Quality thresholds, the report stated. But it would do so only for a short period and release fewer pollutants than a project that operates daily.</p>

Email "WWW COMMENT" originally sent to smermell@cityofpasadena.net from CityWeb-Server@cityofpasadena.net on 8/19/2012 1:49:42 PM.



October 31, 2012

Honorable Mayor Bogaard
City of Pasadena
100 N. Garfield Avenue, Room S228
Pasadena, CA 91109-7215

Honorable Mayor Bogaard,

At the Pasadena Center Operating Company meeting on October 24, 2012 the Board unanimously voted to support the City of Pasadena's pursuit of the NFL on a temporary basis at the Rose Bowl Stadium.

Below is the approved motion:

"WHEREAS housing a National Football League team in the Rose Bowl Stadium for a predetermined length of time would have a material positive financial impact on the City of Pasadena; and

Whereas housing an NFL team on an interim basis will help maintain the long term viability of the Stadium as a world class venue for football, and other local and regional events; and

WHEREAS such positive financial impact will also impact the ability of the City of Pasadena to maintain the historic treasure that is the Stadium for generations to come; and

WHEREAS the presence of a world class Rose Bowl Stadium will have positive secondary benefits to the hospitality industry in Pasadena;

NOW THEREFORE the Board of the Pasadena Center Operating Company resolves to support the ongoing effort of the City of Pasadena to temporarily house an NFL team at the Rose Bowl Stadium."

Sincerely,

A handwritten signature in black ink that reads "Mike".

Michael W. Ross
Chief Executive Officer

MWR:slh

cc: Jacque Robinson
Vice Mayor Margaret McAustin
Chris Holden
Gene Masuda
Victor M. Gordo, Esq.
Steve Madison
Terry Tornek

Jomsky, Mark

From: Timothy Lusher <Timothy.Lusher@westinpasadena.com>
Sent: Monday, November 05, 2012 2:55 PM
To: City_Council
Cc: Jomsky, Mark; paul@pasadena-chamber.org
Subject: The NFL at the Rose Bowl

Dear City Council Members,

In a recent discussion with Paul Little of the Pasadena Chamber of Commerce, I pledged my support on the initiative for the Rose Bowl to become the temporary home for the NFL if in fact we are able to get a team to commit to the L.A. area. As a responsible citizen and business man in Pasadena, I believe strongly that we should take advantage of this opportunity to not only reap the rewards (increased revenue for everyone) from the influx of travel to the area, but also to maximize national exposure for our community to encourage increased tourism. The financial benefit alone is worth the potential "problems" that are outlined in the EIR. As an active member of the WPRA, I understand intimately what the EIR states and I still believe that the economic impact is a huge benefit to our city.

At its most recent meeting, the Board of Directors of the Pasadena Chamber of Commerce reiterated its full and enthusiastic support for the Rose Bowl to have an opportunity to compete to house a National Football League team in the Rose Bowl on an interim basis. Once a decision is made to relocate an NFL team to Los Angeles, there will be a need for a temporary stadium for that team to play in while construction is completed on their permanent home. That construction of a new stadium could take up to four years to complete.

On November 19th, the Pasadena City Council will hold a hearing to consider the Environmental Impact Report (EIR) on the interim NFL team in the Rose Bowl. For the opportunity to continue for the Rose Bowl to house a team for no more than 5 years, the City Council must certify the EIR and make a statement of overriding considerations, which essentially says that while not all impacts can be dealt with in a way that removes them completely, the benefits to the community outweigh those impacts. The City Council will meet on Monday, November 19th at 7:30 pm at the Pasadena Center at 300 East Green Street to discuss the matter and make a determination about the EIR and whether the Rose Bowl has the chance to compete to host an NFL team on an interim basis.

The impacts that cannot be mitigated are: traffic, noise and air quality-the same impacts that occur today for every UCLA game and the Rose Bowl game.

Benefits of an NFL team in the Rose Bowl for an interim period include: funding to the Rose Bowl and City of Pasadena in the form of rent, parking fees and tax income; economic impact to Pasadena's hospitality industry, especially our restaurants, hotels and motels; increased visitors to our shopping and dining areas, including Old Pasadena, the Playhouse District, South Lake Avenue and Hastings Ranch, among others; increased job opportunities at the Rose Bowl as well as with merchants, hotels and restaurants that could see increased patronage; a higher profile for the City of Pasadena through worldwide television coverage and media coverage of an NFL team at the Rose Bowl.

Please note on record that I endorse the NFL partnership in Pasadena and the Rose Bowl.

My Best Regards, Tim.

**TIMOTHY
LUSHER**
GENERAL MANAGER

THE WESTIN PASADENA

191 N Los Robles Ave. Pasadena, CA 91101

T 626.304.1446 F 626.795.7669 C 619.347.1605

proud recipient of the AAA Four Diamond Award 2005-2011

www.westinpasadena.com

Share your story on [TripAdvisor](#) and follow us on [Facebook](#)

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>



November 7, 2012

City Council
City of Pasadena
Pasadena City Hall
100 N. Garfield Avenue
Pasadena, CA 91109

Re: Displacement Events at the Rose Bowl

Dear Members of the Pasadena City Council:

In connection with your consideration of a proposed amendment to the Arroyo Seco Public Lands Ordinance, City staff has asked us whether the Rose Bowl Operating Company ("RBOC") would be able to attract substantially more than twelve displacement events, on a regular basis, to the Rose Bowl Stadium, *other than* NFL games.

As you know, the RBOC aggressively markets itself to promoters of sporting events, concerts and other large events so as to maintain the economic viability of the Stadium, and to keep up excitement about the Stadium as a world class venue. The RBOC has been quite successful in this regard, and hopes to meet with additional success once the renovation project is complete. However, the RBOC has not, with any reliable regularity, met the limit of 12 displacement events in the Pasadena Municipal Code.

The table below shows the number of displacement events held at the Rose Bowl for each of the last ten years. As stated in the table, only twice in the last ten years has the RBOC attracted twelve or more displacement events. The most recent year in which the RBOC hosted 12 displacement events was 2004.


Year	Number of Displacement Events
2011	8
2010	11
2009	9
2008	10
2007	9
2006	9
2005	8
2004	12
2003	9
2002	13

Other than the NFL, the RBOC is not aware of any potential tenant or tenants, or enough one-off events, that might be interested in leasing the Rose Bowl on a regular basis and for any significant number of displacement events such that those events could be relied on for additional significant income. In light of the historical figures stated above, the RBOC does not anticipate that it would attract more than 12 displacement events on a regular basis in the foreseeable future without an agreement with the NFL.

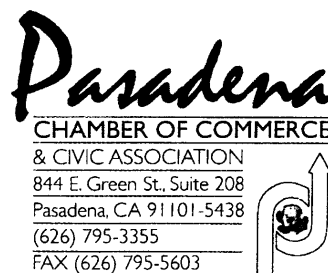
For this reason, I believe that even if the City Council approved an ordinance to allow additional displacement events at the Rose Bowl, other than NFL games, the RBOC would not be able to generate additional revenue to offset the cost of the Rose Bowl renovation project.

If you have any questions, please feel free to contact me.

Sincerely,



Darryl Dunn



November 17, 2012

Mayor Bill Bogaard and Pasadena City Council
100 North Garfield Avenue
Pasadena, CA 91109

Re: Interim NFL team in the Rose Bowl

Dear Mayor Bogaard and Pasadena City Council Members,

At its most recent meeting, the Board of Directors of the Pasadena Chamber of Commerce reiterated its full and enthusiastic support for the Rose Bowl to have an opportunity to compete to house a National Football League team in the Rose Bowl on an interim basis. The Chamber Board was overwhelmingly in support of your approving the Environmental Impact Report and making the Statement of Overriding Considerations necessary to put Pasadena in a position to entertain an opportunity to host an NFL team for up to five years in our Rose Bowl.

As you are well aware, once a decision is made to relocate an NFL team to Los Angeles, there will be a need for a temporary stadium for that team to play in while construction is completed on their permanent home. That construction of a new stadium could take up to four years to complete. For the opportunity to continue for the Rose Bowl to house a team for no more than 5 years, the City Council must certify the EIR and make a statement of overriding considerations. You also must enact ordinances which allow for at least an additional twelve major events in the Rose Bowl to accommodate those additional events.

In reading the EIR, we note that the impacts that cannot be mitigated are: traffic, noise and air quality. These are the same impacts that occur today for every UCLA game, the Rose Bowl game and any major event in the Bowl. We are confident that Pasadena and the Rose Bowl can handle these additional events with as little impact as possible, given their experience with everything from UCLA football, to major concerts, to international soccer matches and our Rose Bowl Game.

Benefits of an NFL team in the Rose Bowl for an interim period include:

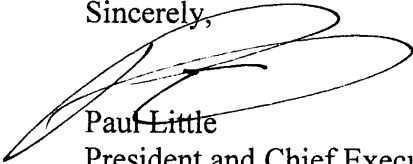
- funding to the Rose Bowl and City of Pasadena in the form of rent, parking fees and tax income that could be between \$3 million and \$5 million per year and possibly more;
- material economic impact to Pasadena's hospitality industry, especially our restaurants, hotels and motels;

- increased visitors to our shopping and dining areas, including Old Pasadena, the Playhouse District, South Lake Avenue and Hastings Ranch, among others;
- increased job opportunities at the Rose Bowl as well as with merchants, hotels, entertainment venues and restaurants that could see increased patronage;
- a higher profile for the City of Pasadena through worldwide television coverage and media coverage of an NFL team at the Rose Bowl.

The Pasadena Chamber of Commerce Board of Directors encourages you to support the ongoing viability of the Rose Bowl and the Pasadena economy by certifying the EIR, making the Statement of Overriding Considerations and allowing for additional major events in the Rose Bowl. The Board of Directors of the Pasadena Chamber of Commerce urge you to take the actions necessary for Pasadena to be competitive to host a team on an interim basis should the NFL choose to relocate a team to the Los Angeles market.

Thank you for considering the Rose Bowl interim NFL EIR.

Sincerely,

A handwritten signature in black ink, appearing to read 'Paul Little', written over a white background.

Paul Little
President and Chief Executive Officer

Cc: M. Beck, M. Jomsky, Pasadena Chamber Board of Directors

Flores, Silvia

Subject: FW: additional administrative material concerning NFL/Rose Bowl EIR

From: "Sinclair, David" <dsinclair@cityofpasadena.net>

Date: November 15, 2012, 5:31:25 PM PST

To: "Jomsky, Mark" <mjomsky@cityofpasadena.net>

Subject: FW: additional administrative material concerning NFL/Rose Bowl EIR

Mark –

This is a forward of an e-mail comment on the NFL at the Rose Bowl public hearing.

David

David Sinclair LEED AP
Planner
Planning & Community Development Department
City of Pasadena
t. (626) 744-6766
f. (626) 396-7663

From: Bob/Kay Snodgrass [<mailto:bksnodgrass@sbcglobal.net>]
Sent: Thursday, November 15, 2012 4:08 PM
To: Sinclair, David
Subject: additional administrative material concerning NFL/Rose Bowl EIR

Mr. David Sinclair

Planning Department

175 N. Garfield Avenue

Pasadena, California 91109

Sent by email

RE: Additional material for the administrative record of the NFL/Rose Bowl EIR

Dear Mr. Sinclair

1. I submit for the record an Op-Ed from today's Star-News about problems now existing in the Arroyo, which would be aggravated by any NFL presence, even for five games a year. The Final EIR uses a fragmentation strategy for various objections and comments made by citizens, isolating each complaint and implying that all problems are independent. This is seriously

wrong. For example, we see “only 13 days without use of the Arroyo for exercise purposes” on p139, response 8-15. This ignores the presence of structures and congestion in the Arroyo in the days preceding game days and most important of all, ignores the already congested situation in the Arroyo which is clearly stated by Ms. Yu: *Residents bring revenue into the city too, but it has now become an us-or-them situation.* (The italics are mine). Use of the Arroyo for recreation is already limited. The Urban Land Institute visitors saw and understood this problem. The city council and city government apparently do not.

2. The Final EIR includes a cavalier statement by Mr. Paul Little, who is a member of the RBOC board and president of the Pasadena Chamber of Commerce. Page 75 reads, “Impacts to air quality would occur no matter where an interim team would be located. While these impacts may be slightly more acute in the area around the Rose Bowl, those impacts would occur wherever an interim venue is located.” He seems to say, somebody has to get this pollution, so why not the Arroyo?

This assumes that an interim venue must be found and must be in Southern California. I remind you that the New Orleans Saints played in San Antonio after Hurricane Katrina damaged their home field. An NFL team, if one comes to Los Angeles, could play in Las Vegas on an interim basis. If it played at the Los Angeles Memorial Coliseum, there would be impacts there but toxic particulates would not reach any part of Pasadena. Furthermore, the Coliseum is not a sunken Arroyo, and is more able to dissipate toxic pollutants. Mister Little is not saying, “I will accept those pollutants”, because they will not reach his residence. Mister Little assumes that it’s OK for the city to selectively tax those who live near the Arroyo and/or exercise regularly there for uncertain economic benefits (Economic studies of the effects of a new stadium or a new professional team have not found consistent benefits. Many peer reviewed studies show no overall benefit to urban areas from new professional teams or stadiums, although certain businesses such as restaurants may benefit- see Jasina, J & Rotthoff, K. The impact of a professional sports franchise on county employment and wages. *Int J Sports Finance* 3: 210-227, 2008 for a good up to date study). Neither Mr. Little nor Impact Sciences knows how much worse the vehicular pollution would be in the Arroyo than elsewhere. They have no data. Their opinions may carry legal liability.

3. The Final DEIR provides a count of loop users on Sunday October 21st from 11:15-12:15 AM. The report somehow omits the fact that a Kidney Walk was held at that same time. This special event could inflate, reduce or otherwise render the counts meaningless. The information in the Final EIR, response 7-10, is therefore of low quality.

4. Here is the Op-Ed essay from the Pasadena Star-News of 11/15/2012.

**

Op-ed: Rose Bowl gem can be cubic zirconia

By Anne Yu, San Gabriel Valley Tribune, 11/15/2012

Were you looking forward to the weekend and taking a leisurely walk around the Rose Bowl with your dog or maybe a more ambitious run or bike ride? Maybe you wanted to take the children to Kidspace or go for a swim at the Rose Bowl Aquatics Center. If you were thinking about moving to Pasadena, these are positives to consider, but if you already live in Pasadena, you know the reality isn't quite so ideal. You know after living here that access to the Central Arroyo Seco is frequently limited and parking can be worse than any where on the Westside.

The Rose Bowl is supposed to be some kind of gem for the San Gabriel Valley, but it's more like a cubic zirconia. It could be a lot more to more people more of the time with some more thought. The fact that citizens who care about the city have to regularly give up our neighborhood for tailgaters who get drunk and start fights is shameful.

The parking and access is not just a problem on those six or seven Saturdays a year - including this one - when UCLA plays home football games at the Rose Bowl. There's also the actual Rose Bowl Game and the week before New Year's with all the parade-related events. Then there is the relatively new Pasadena Marathon and the 4th of July show. Let's also not forget the monthly flea market. With the other numerous events - annual weekend dog show, food truck festival, soccer tournaments, and the many charity walks - that occur over the weekends, regular users of the amenities in the area encounter some kind of disruption for nearly half of the 52 weekends a year. There's no doubt these events bring the city a much needed increase in revenue, but this is at the cost of the residents who have made this place their home and cannot enjoy it to the extent one would hope on the weekends. *Residents bring revenue into the city too, but it has now become an us-or-them situation.*

The Aquatics Center, where I swim, is often closed by 8:30 a.m. on game days I suppose I could get there at the 6 a.m. opening time, but would you want to? I read the "closing at 8:30" sign and think: "So people can get tailgate and get drunk by noon." I don't think this is the type of activity that should win over anything else positive that can go on around the complex.

I think the city should consider imposing sacred hours. How about if swimmers and other regular, organized users of the facilities could enter with official parking passes be allowed to stay til noon. And how do runners and walkers harm the revelry of the football fans?

Having a huge stadium nestled among homes and a variety of park facilities seems odd to begin with. Then add the complication of narrow roads leading into and out of the Central Arroyo. Trying to accommodate visitors and residents doesn't sound easy, but seems manageable with some further coordination beyond what is going on now. I'm not claiming to know the rules and regulations that have brought the city's use of the Rose Bowl and surrounding facilities to an us-versus-them state. I just want to point out that there are problems that seem to have gotten worse over the years, and some better organization might makes things more accessible and safe for everyone.

Finances are obviously being allocated for some things, so why not allocate some percent of the revenue generated by the special events to things that work?

Strategically placed barricades and professional monitoring can only decrease the driving and parking violations and increase the safety and access of the lots and use of the facilities by the locals. Why not make it so residents can enjoy the Rose Bowl along with visitors?

Anne Yu lives and swims in Pasadena and teaches chemistry at Pomona College.

The city council may not realize the importance of these cumulative impacts; those of us facing this selective punishment understand the problem and will resist in many ways, including petitions for an election and possible legal action. Many talented people will resist the NFL plan.

The council and city manager should consider the major costs in money and good will before going forward with the NFL plan.

Sincerely,

S. Robert Snodgrass
731 West Washington Blvd.
Pasadena
11/15/2012

Dear Mr. Sinclair:

I am frantically going through the FEIR and the Statement of Overriding Consideration due to the (in my view certainly) unreasonably short time frame provided to the public before the planned City Council vote on this matter on Nov 19th. It was distributed Nov 9th. 10 days time doesn't reasonably enable the interested public sufficient time to read such a lengthy document and possibly find answers to specific questions of concern. It moreover doesn't help us that the only City Council meeting for November is the Nov 19th meeting, which falls during the week of Thanksgiving. I will for now be very brief and only focus on one important concern that is still lacking in the FEIR, air quality impacts. I provide this letter for your consideration, in addition to all members of the City Council and Mayor Bogaard.

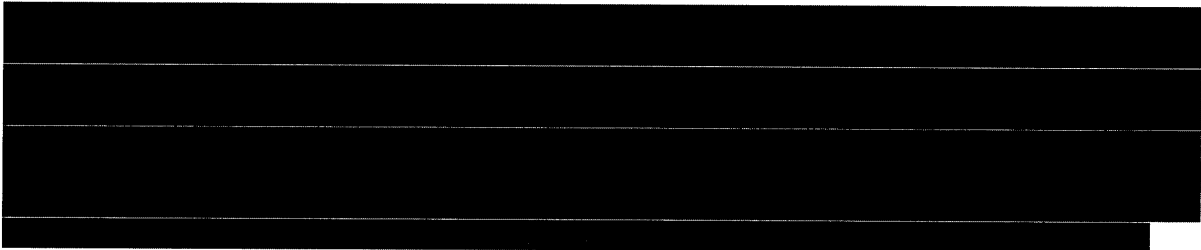
Several qualified scientists, including Professors Dianne Newman and John Seinfeld of Caltech, and also myself, have previously underscored concerns about the findings and also the adequacy of the air quality study in the EIR. The DEIR and the updated FEIR state quite clearly that air quality would be negatively impacted, and pollutants including PMs (particulate matters) "would exceed the SCAQMD thresholds" and therefore "daily cumulative emissions generated by the proposed projects would be considered a significant impact". PMs are well known to be linked to severe human health issues. The FEIR states particulate matter (PM) and other pollutant levels, measured ca. 3 miles away from the Rose Bowl at a facility near Caltech, would rise to nearly an order of magnitude (10x) higher than SCAQMD thresholds. PMs in the Rose Bowl area itself would undoubtedly be even worse owing to the local heavy traffic and geography there, where the 'bowl' holds onto air and pollutants much longer than elsewhere. No mitigation measures will change this, according to the FEIR. This kind of anticipated result from an EIR study should alone perhaps imply a "no go" for a project, as local residents shouldn't knowingly be subjected to such a health hazard when it is avoidable by simply not moving forward with the project.

We are not alone in our view that the FEIR should go further to describe the true PM levels (and other pollutants) in the specific region around the Rose Bowl including its surrounding neighborhoods. The FEIR includes a letter (begins at 3.0-20) provided by the South Coast Air Quality Management District that raises a host of issues and specifically request a "localized analysis" – See 3.0-24. The text goes on to state:

"The proposed project will emit substantial emissions from local roadways due to significant traffic volumes accessing and exiting the project site. However, the Draft EIR does not contain a modeling analysis of all sources of NO₂ and PM emissions from local roadways around the project site. Because of the substantial emissions from vehicles associated with this project, AQMD staff recommends that the emissions from NO₂ and PM emissions be modeled from offsite NO₂ and PM transportation emission sources (i.e., up to a quarter of a mile perimeter from the project site) and all onsite sources to determine the project's potential acute health impacts and ambient air quality impacts."

In short, the AQMD letter has highlighted the same exact concern underscored by Professors Newman, Seinfeld, myself and others. We need very reliable models, or better yet, specifically measured data close to the project site, instead of models that play with the numbers. The response to the AQMD recommendation in the FEIR is lacking in substance. But we are fortunate to be in Pasadena, the HUB of world expertise on the very air quality issue we seek to address. So we propose the following practical solution. A team of Caltech scientists, advised by Professors Seinfeld and his colleague Professor Richard Flagan, both leading authorities on the measurement of PMs and air quality standards in Southern California, can as a service to the City and its citizens, make real time measurements at sites throughout the Rose Bowl area and

very nearby neighborhoods during a heavy volume displacement event to determine what the true pollutant levels are, and how long they persist. Setting up such a study will take time and effort, but it can be done and discussions have already begun amongst the faculty group as to how we might organize such a study. Given the unfortunate compressed timeline by which the City Council is moving to approve this FEIR on Nov 19th, it's just not possible to deliver a sound scientific study in time. But it could be well planned for next year's football season, now that the serious concern has been brought forward and exposed. It is admittedly unfortunate that the City Council didn't engage it's local Pasadena experts earlier in this process. Seinfeld and others have been an asset to Pasadena on the recent 710 expansion issue, engaged by the Mayor as an expert, and so the Mayor and City Council members are certainly aware of what an expert like him can bring to the table. Similar expertise is needed to reliably evaluate air quality impacts of this project, and we have just the team to do it. Indeed, I suspect it has the potential to be a high publicity event and a great learning experience for undergraduate and graduate students. So I implore you, slow things down and lets due some reliable fact-finding on air quality related to this project, using real time data and measurements that can be done on currently scheduled displacement days, and be open minded to being influenced by the results of the study.



Sincerely,

A handwritten signature in cursive script that reads "Jonas Peters".

Jonas C. Peters
596 Rosemont Ave
Pasadena CA 91103

Flores, Silvia

Subject: FW: NFL

From: "Sinclair, David" <dsinclair@cityofpasadena.net>
Date: November 15, 2012, 5:31:54 PM PST
To: "Jomsky, Mark" <mjomsky@cityofpasadena.net>
Subject: FW: NFL

Mark -

This is a forward of an e-mail comment on the NFL at the Rose Bowl public hearing.

David

David Sinclair LEED AP
Planner
Planning & Community Development Department
City of Pasadena
t. (626) 744-6766
f. (626) 396-7663

-----Original Message-----

From: Barbara [<mailto:biscuitzimmermann@gmail.com>]
Sent: Saturday, November 10, 2012 8:14 PM
To: Sinclair, David
Subject: NFL

Mr. Sinclair,

The timing of the meeting on this very controversial topic is very suspect. Scheduling it for the Monday of Thanksgiving week clearly has been done to minimize community participation. Additionally, there is inadequate time to review the final EIR. This meeting should be rescheduled to allow for meaningful public participation.

Barbara Zimmermann
1450 Arroyo View Dr

Sent from my iPad