Proposal for Consultancy Services

West Virginia Tourism Study and Strategic Plan Torrow

Prepared for West Virginia Divsion of Tourism February 2, 2011



Title Page

RFP Subject:

West Virginia Tourism Study and Strategic Plan

RFP Number:

TOR4089

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February 2, 2011

Frank Whittaker West Virginia Division of Tourism 90 MacCorkle Avenue SW Charleston, West Virginia 25303

RE: West Virginia Tourism Study and Strategic Plan

Dear Mr. Whittaker:

AECOM Economics (formerly Economics Research Associates), in association with Mary Means + Associates, is pleased to submit this proposal for tourism development planning assistance. In response to the Request for Proposal, it covers developing a comprehensive plan to analyze the tourism related growth opportunities of West Virginia and also evaluate those entities that might impact tourism. As also stipulated in the proposal, we will be available and intend to participate in an oral presentation to further discuss our experience and work approach.

The AECOM Team has evolved an approach to strategic tourism planning crafted through decades of experience. AECOM, specializing in economic development plans often focused on tourism, has prepared a host of similar strategies, including initiatives in Massachusetts, Kentucky and around the world. Projects by team members involve partnerships that bring public, private and civic groups together in defining a common agenda for action and implementation.

For this assignment, AECOM is uniquely qualified, based on our general experience and knowledge of the market.

- AECOM has been part of the development and growth of national destinations such as Branson,
 Gatlinburg/Pigeon Forge, Myrtle Beach and Orlando as well as regional destinations such as Land
 Between the Lakes in Kentucky and the Lake Lanier Islands in Georgia. We have seen what works,
 what used to work and what is successfully responding to the changing expectations and activity
 preferences of today's travelers.
- AECOM Economics has completed more strategic tourism plans than any other active consulting
 firm. Clients have included the states of Arkansas, Maryland and Massachusetts; multi-county
 regions such as the Land Between the Lakes and Mammoth Cave regions Kentucky, and the
 Tennessee-Tombigby Waterway in Mississippi, and cities such as Baltimore, Maryland and
 Anderson, South Carolina. The action-orientation and practical nature of our plans are
 demonstrated by the on-going implementation of our recommendations.
- AECOM Economics has a long history of successful work project in West Virginia. Assignments
 have included strategic planning for state parks revenue enhancement; expansion feasibility
 analysis for Wilson Lodge at Oglebay Park; master planning for Cass Scenic Railroad State Park;
 applicant reviews relative to the West Virginia Tourism Development Act; a feasibility and
 economic impact study for the Capitol Theater in Wheeling; a tourism development plan for the
 4-C Economic Development Authority, and work on management plans for the National Coal
 Heritage Area and Wheeling National Heritage Area, to name a few. We appreciate the resourcebased tourism resources of the state, and at the same time, understand some of the constraints
 under which certain sectors of the state's tourism industry operate.
- AECOM Economics was retained by the State of West Virginia to help prepare a Statewide Tourism Master Plan in 1994. We worked closely with the Division of Tourism, and received guidance from a Master Plan Advisory Committee representing all facets of the tourism industry. This strategic

development plan guided tourism development activities in West Virginia over the next decade.

- AECOM Economics has repeatedly demonstrated its ability to direct planning processes that emphasize community and/or industry involvement. Our methodology for tourism planning brings together many facets of the local and regional industry. Our planning efforts stress involvement and consensus building.
- Our history of working with the private sector has honed our skills in providing sustainable, feasible solutions to problems. In fact, over half of our work is done for private clients who are interested in the bottom line. On the other hand, our public clients, who also value the viability of our recommendations, have also helped us understand some of the qualitative aspects of decision making.
- Finally, the proposed principal in charge has almost thirty years experience in tourism and attractions development, with many projects undertaken in the State of West Virginia over that time period.

In preparing the proposal, we have prepared a work program that leverages the expertise of the state tourism office and other local and regional partners and which allows AECOM to provide the full measure of its own experience and expertise. We believe that we have provided a consulting program that will lead to the types of advice and direction that state tourism interests are seeking.

We look forward to working with you on this exciting project.

Sincerely,

William W. Owens

Senior Vice President

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Contents

Attachment A: Vendor Response Sheet

- 01 Our Experience 6
- **02** Resumes 22
- 03 Work Plan 38
- 04 Schedule
- 05 Form

Attachment B: Mandatory Specification Checklist

N/A

Experience

The Economics practice at AECOM

AECOM brings unparalleled experience in economic consulting. We provide analysis that informs successful land development decisions and courses of action. Our services are designed to help our clients understand their markets, assess risks and clarify the uncertainties inherent in any development initiative, business strategy or public policy initiative.

Our job is to pull ideas into focus, and to sharpen the boundaries of a preliminary plan or concept. Our services include Economic Planning and Real Estate, Entertainment and Leisure, Hotels and Resorts and Capital Facilities Planning.

AECOM has made important contributions to some of the world's most innovative and successful projects. We fashion project teams with the expertise that precisely suits the challenge at hand. We understand our client's vision—whatever the scope, objective or location—and address your challenges through creative thinking and structured analysis.

Entertainment + Leisure

AECOM's experience in economic planning for major recreation destinations is unequaled in the industry. For over 50 years our assignments have resulted in pragmatic and creative action plans for the development, marketing, and management of recreation, entertainment, and tourism projects. Our experience encompasses virtually every aspect of leisure-time activity.

Projects include a wide range of attractions, including major theme parks, urban entertainment centers, zoos, aquariums, sports and convention facilities, museums, expositions, and fairs, corporate visitor centers, specialty entertainment facilities, clubs and parks. We provide advice and guidance to more commercial recreation attractions than any other firm.

Economic Planning + Real Estate

We understand urban growth and development economics. AECOM helps create the economic and policy framework for urban plans and redevelopment projects, real estate development initiatives, and growth and economic-development strategies.

Our work is often concerned with balancing the public sector's policy objectives with the private sector's investment requirements, in the context of a complex public decision-making process. In real estate, we work with clients in complex settings to enable them to invest in, develop, and manage profitable real estate ventures. Development firms, financial institutions, investors, and corporations, educational institutions, and public entities, rely on our advice and counsel.

Capital Facilities Planning

AECOM provides specialized support to planning and design teams and decision-makers in the areas of cost and risk analysis. We have developed state-of-the-art cost modeling software tools designed to help our clients make sound investment decisions related to their facilities, environmental, transportation, and utility infrastructure projects.

These proprietary tools--PACES, RACER, and TRACER--are based on a parametric cost estimating approach and combine accuracy, flexibility and ease of use with detailed reporting capabilities. We augment these software tools with value-added consulting services focused on the financial aspects of project programming, asset management, condition assessment, risk analysis, planning, and the overall execution of construction and real estate development projects.

North Jersey Partners Creative Communities Collaborative Master Plan









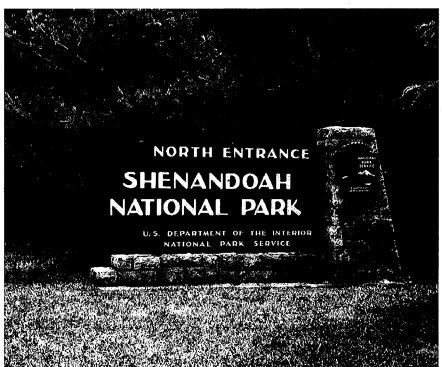


AECOM was retained by the North Jersey Partners to lead the Creative Communities Collaborative Master Plan for the entertainment, arts and retail sectors within the eight-county region of Northern New Jersey, comprised of Bergen, Essex, Hudson, Morris, Passaic, Sussex, Union and Warren counties. The goals of the Creative Communities Collaborative Master Plan include economic development, job growth, and regional promotion of local destinations.

As part of the master plan, AECOM created a strategic action plan that identifies the principal activities that could be undertaken to expand tourism and create jobs within the entertainment, arts, and retail sector within the eight-county region. The action plan was based on feedback from the advisory and stakeholder committee that was collected over a series of workshops, case studies, and the

experience and expertise of the consulting team. Three different action plans were developed for the state, regional, and local levels and each actionplan prioritized strategies, defined short, medium and long term actions, and identified agents responsible for implementation.

Concessions Analysis and Prospectus Development for Shenandoah National Park





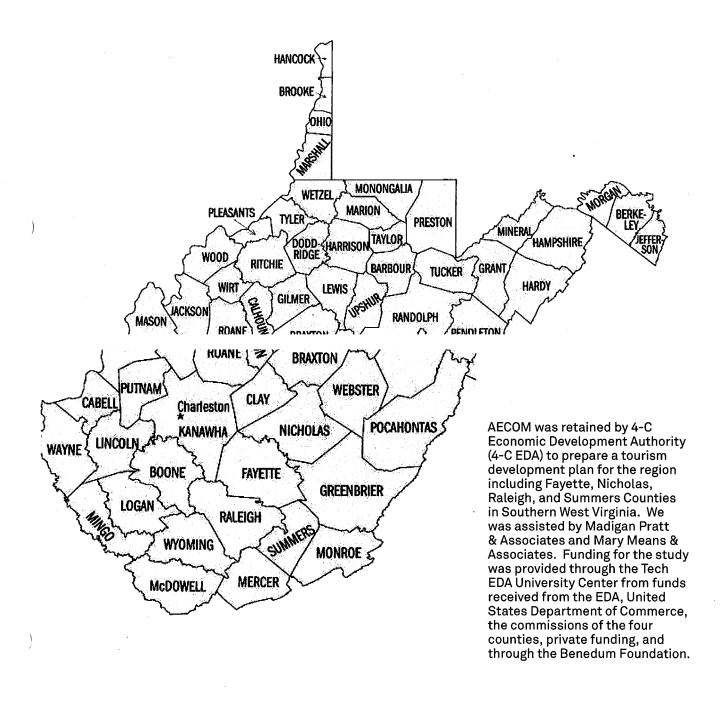
AECOM was selected by the National Park Service to provide assistance under an Indefinite Delivery/Indefinite Quantities (IDIQ) Contract to the NPS in analysis of its current concessions programs in National Parks across the United States and to structure a sitespecific Concessioner Propectus for designated parks.

The first park assigned to AECOM's consulting team is Shenandoah National Park, a 105-mile long park running through the Shenandoah Mountains in western Virginia. The Park includes over 100 structures including lodging facilities, restaurants and cafes, retail stores and gasoline stations, campgrounds, horseback riding and other recreational services.

disciplines including architects, planners and landscape architects, engineers, and environmental specialists to assess current facilities, market conditions, performance of the current concessioner, needed capital reinvestment and other factors. The parameters for this NPS study require a balance of conservation/ preservation of the natural asset against costs for construction, maintenance and improvements to public facilities.

AECOM is directing a team of seven

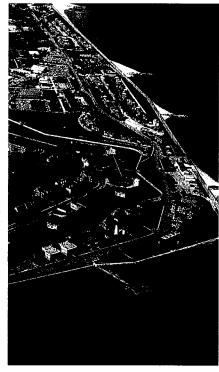
Tourism Development Plan for 4-Counties



Hampton, VA Client Name: Fort Monroe Federal Area Development Authority

Fort Monroe Tourism Strategy





AECOM was retained by the Fort Monroe Federal Area Development Authority (FMFADA) to prepare this Tourism Strategy, structured in two parts:

- a summary of characteristics of the existing tourism market in the Fort Monroe area and the region (included in this summary),
- a strategy to organize, market and position the redeveloped Fort Monroe to maximize its appeal to the recreational visitor/tourist market over time.

AECOM reviewed existing visitor attendance and lodging patterns, and data on heritage tourism, resort tourism, and general waterfront recreational activities.

We also collected and analyzed data on a number of recreational and historical uses, such as marina and boating data, historic sites and battlefields, wildlife/wilderness areas, National Parks, and visitation to military parks in the Mid- Atlantic region and other relevant areas.

In addition, AECOM also analyzed comparative marina and recreational vehicle (RV) data relating to these components at Fort Monroe.

Qualifications in Tourism Development

AECOM combines its experience in domestic tourism development, historic preservation and adaptive reuse, attractions management, conceptual design and activities planning, attendance projection, and operations and financial analysis to provide a wide range of services to public and private clients. A selection of these projects are described below, organized by these topical areas: Eco-Tourism, National State and Regional Parks, Heritage Tourism, Public and Not-for-Profit Attractions, Destination Resorts and Economic Development, Commercial Attractions, and Comprehensive Tourism Development.

Over the years, the firm has provided consulting services to clients in the following areas of expertise:

- Strategic Planning: short-term and long-term needs and opportunities assessment; capabilities assessment; implementation planning.
- Demand Analysis: estimated attendance, market segmentation, type and number of special events supportable.
- Program Development: conceptual design, activities planning, facility sizing, required ancillary facilities and services.
- Financial Feasibility Analysis: projection of revenues, operating expenses, capital costs, financing plans.
- Organization and Staffing Plans: management structures, staffing requirements, marketing plans.
- Facility Adaptive Reuse: renovation evaluations, suitability analyses, site selection and analysis.
- Economic Impact Analysis: assessment of jobs created, taxes and income generated.
- Cost-Benefit Evaluation: assessment of cultural, educational and social benefits in relation to activity costs.
- Implementation Assistance: identification of prospective developer/operator, developer solicitation; negotiation assistance, public-private partnerships.

Comprehensive Tourism Development

Tourism Master Plan West Virginia Client: State Of West Virginia

AECOM directed a multi-disciplinary team that prepared a ten-year master plan for the state. The team received guidance from the Governor and worked closely with an advisory committee representing all facets of the tourism industry. Initial research

for the project involved an analysis of the state's current offering of attractions, visitor characteristics, and visitor infrastructure. Case studies were also prepared that looked at the experience of other states with regard to the structure, functions, and funding of state travel offices. Then, working with the advisory committee, master plan recommendations were developed addressing organization and funding, product development, infrastructure, growth management, promotion, and technical assistance and hospitality training.

Tourism Strategic Plan
Massachusetts
Client: Massachusetts Office of Travel an

Client: Massachusetts Office of Travel and Tourism

AECOM directed a comprehensive planning effort to develop a strategic plan for Massachusetts tourism. The plan addressed all elements of the tourism system, including product, marketing, hospitality, services, infrastructure, funding and organization. Key issues for Massachusetts tourism were the structure and funding of the state tourism office, relations of the state tourism office with other state agencies, branding the state and its regions, and motivating increased regional packaging and promotion. In this study, AECOM and the consultant team worked closely with an industry steering committee. The study process stressed communication with and involvement of all sectors of the state's tourism industry.

Tourism Strategic Plan Maryland

Client: Maryland Office of Tourism Development

AECOM was the prime consultant on a team that developed a Five-Year Strategic Plan for the Maryland Office of Tourism Development. The plan focused on actions at the state level, and at the regional level within the context of the strategic framework for the state. Consistent with most of AECOM's recent tourism planning assignments, this study involved an industry advisory committee, and the study process stressed the involvement of local attractions, hospitality providers, as well as local and regional marketing organizations.

Regional Tourism Development Plans Kentucky Client: West Kentucky Corporation

AECOM and a team of consultants was retained by the West Kentucky Corporation to prepare a tourism development master plans for multi-county regions centered around Mammoth Cave and Land Between the Lakes. The first phase of each study involved an evaluation of the regions strengths and weaknesses. Included were all components of the "Tourism System," i.e., tourism product, marketing, hospitality and services, as well as infrastructure.

Based on the findings of the opportunities analysis, development strategies were prepared, and specific short-term, mid-term, and long-tern actions were identified to help grow tourism in the regions. Key

recommendations included the establishment of a regional tourism organizations to facilitate communication, assist in marketing and provide technical assistance to individual attractions and jurisdictions within the regions; increased marketing and more targeted marketing with the limited available resources; development of master signage programs and enhancement of regional visitor centers. Product development recommendations focused on expanding key attractions in the regions; expanding through privatized development selected state parks in the region, and strengthening thematic linkages between certain attractions.

Anderson County Tourism Development Strategy Anderson County, South Carolina Client: The Anderson County Development Authority

AECOM was retained by the Anderson County Development Partnership, to prepare a strategic tourism development plan for Anderson County. The plan was intended to identify and prioritize tourism strategies and actions to bring new tourists to Anderson County in order to generate increased tourism-related revenues and jobs for residents, and contribute to an improved quality of life. More specifically, the plan was to identify specific product development opportunities, as well as other opportunities to strengthen the overall tourism system.

Over the course of the plan's development, AECOM worked with an Advisory Committee comprised of representatives from various facets of the tourism industry. This committee played a critical role as the regional experts, offering insight and feedback at key points, and helping to shape the recommendations of the plan.

New York State Tourism Development New York State Client: New York Department of Commerce

AECOM was retained by the New York Depart-ment of Commerce to prepare an overview of the current travel development initiatives within New York State. AECOM re-viewed the tourism plans and promotion materials of a number of adjoining states. Public officials, tourism officials and tourism industry representatives were interviewed. The final report was a preliminary evaluation of a number of the support mechanisms for tourism development including marketing of the product and transportation. National Policy Study on Rural Tourism Development Client: United States Travel And Tourism Administration

The United States Travel and Tourism Administration, U.S. Department of Commerce, retained AECOM to conduct a national policy study on rural tourism development. This extensive study evaluated existing tourism travel patterns in the United States, assessed the needs and opportunities for increasing tourism in rural areas of the United States as an aid to the economic development of those areas, evaluated

the impact of existing Federal Government policies and programs on rural tourism development, and developed proposals for new Federal policy initiatives for consideration by the U.S. Congress. The work also included case studies of successful tourism development projects in rural areas.

Hudson River Valley Tourism Development Hudson River Valley, New York

A comprehensive tourism market and development study was conducted of the Hudson River Valley, encompassing the ten-county area from Westchester to Albany. The study focused on identifying opportunities for further tourism development by building upon the existing strengths of the Valley while preserving the historic, cultural and natural qualities that serve to distinguish the Hudson River Valley. This project included an overview of economic and demographic trends; a profile of the Valley's visitor attractions, accommodations and market characteristics; identification of development opportunities; an assessment of the impacts, both environmental and economic, of further tourism development in the Valley; and the development of tourism promotion and marketing strategies. Identification of Opportunities for Travel-Related Facilities and Services

State Of Maryland Client: Maryland Department of Economic and Community Development

For the Maryland Department of Economic and Community Development, AECOM identified specific opportunities for travel-related facilities and services for private sector investment in the state. In addition to attracting travelers to the state, the Office of Tourism Development was interested in enhancing the state's economy by promotion of new and expanded travel-related business. These enterprises would draw travelers, capture visitor expenditures, create jobs and income for Maryland residents, and generate state and local taxes. The purpose of this planning program was to identify and assess a wide variety of investment opportunities in travel-related business, facilities, and services. From an initial list, several opportunities in various areas of the state selected for further examination -- a Chesapeake Bay cruise ship, historical themed town and steam train ride, specialty shopping center as an adjunct to a C&O visitor center, conference center, and theme park.

Heritage Tourism Development

Schuylkill River Valley National Heritage Area Draft Management Plan and Environmental Impact Statement

Pottstown, Pennsylvania

Client: Schuylkill River Greenway Association

The Schuylkill River Greenway Association, in cooperation with the National Park Service, and other partners, is charged with preparing a management plan and environmental impact statement for the

Schuylkill River Valley National Heritage Area in southeastern Pennsylvania. The Association retained a multi-disciplinary consulting team including AECOM to assist in preparation of the management plan and EIS. A typical process of scoping, public participation and analysis was carried out. Four alternatives (including no action) were analyzed in preparing the draft management plan and EIS. The documents are currently in the review phase.

AECOM conducted the socioeconomic elements of the analysis and also prepared an evaluation of the characteristics and extent of the markets available to the national heritage area, including the local regional population and tourist visitors. Special attention was devoted to heritage tourism. AECOM also prepared an assessment of the economic effects of the Schuylkill River Valley National Heritage Area plan alternatives on the regional economy and the five individual counties in the region.

National Coal Heritage Area Management Plan Charleston, West Virginia Client: National Coal Heritage Area

In 1996, the U.S. Congress passed the National Coal Heritage Area Act, establishing an 11-county area in southern West Virginia as the National Coal Heritage Area (NCHA). Under the oversight of the National Park Service, the NCHA selected a team led by Parsons Brinckerhoff (PB) with AECOM as a subcontractor to create a management plan for the district. The plan, which will be completed in early 2001, sets a short and long-term blueprint for the conservation, preservation, and interpretation of the region's rich history of bituminous coal mining. AECOM's role in the plan is to evaluate tourism potential, expand local and regional capacity for visitor services, and help communities develop businesses to maximize

economic impacts.

Great River Road Tourism Development Study Minnesota

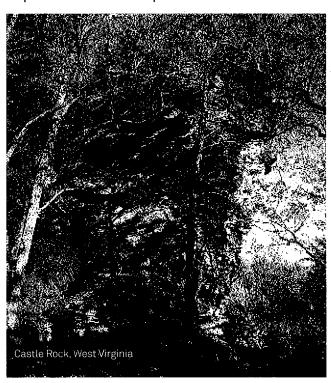
Client: Minnesota Department of Transportation

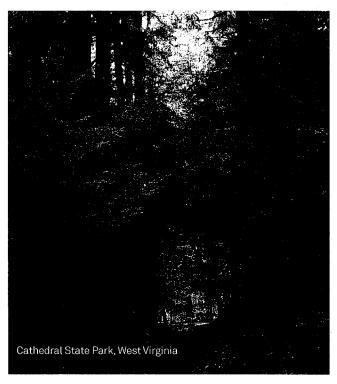
The Great River Road is a network of roads running along the length of the Mississippi River. The Minnesota Department of Transportation selected Short Elliot and Hendrickson and AECOM to coordinate a study to help the 500-mile Minnesota portions of the Road better tell the "story of the river" to residents and tourists alike. For this project, AECOM developed a marketing program aimed at communities along the Great River Road, recommending means of utilizing improved tourism resources as economic development instruments. AECOM's suggestions centered on creating nine destination areas along the length of the study area and using these areas as starting and ending points for the visitor experience.

Baseline Research: Visitor and Attraction Characteristics Washington, DC

Client: Cultural Tourism DC

AECOM was retained by the Cultural Tourism DC to research visitor's perceptions and knowledge of Washington, DC beyond the National Mall. The purpose of the research was to define the audience for heritage tourism, and to inform decisions about developing and marketing heritage tourism products for Washington, DC with the ultimate goal of increasing visitation to museums, gardens, historic sites, and neighborhoods beyond the Mall. AECOM's analysis used primary survey research (visitor intercept surveys), informational interviews, and baseline visitor data to craft strategies to expand the





economic impact of heritage tourists in DC.

Eco-Tourism

Everglades National Park Florida Client: National Park Service

AECOM conducted a market feasibility and financial analysis creating and evaluating three alternatives for the new concessions program at Everglades National Park in conjunction with the Louis Berger Group and on behalf of the National Park Service. Project components include: lodging, food and beverage, retail, marina, and tour operations. Special consideration was given to integrating the desires of the existing market and growing Ecotourist market with the National Park Service's objective of promoting ecologically conscious practices.

Market and Financial Study for the Proposed Pocomoke River Learning Center Pocomoke City, Maryland Client: The Pocomoke Marketing Partnership

AECOM was retained by the Pocomoke Marketing Partnership to do a market and financial study to assess the prospects of creating the Pocomoke River Learning Center. The center would serve as a location for informal learning and education about river ecology, both for school groups and for families with children, and would include interactive exhibits to enhance the learning process. The Center would also provide information on other cultural and ecological attractions related to the Pocomoke River, so those visitors might continue their learning process at those other locations. The Center would also provide a free map and supplementary information identifying the many public-access natural areas in Worcester and Somerset Counties that can be visited.

Bracken Cave Nature Reserve Austin, Texas Client: BAT Conservation Internationa1

Bracken Cave is located north of San Antonio, Texas and is the seasonal home of the largest colony of bats in the world. BCI has purchased the cave to in order to provide a protected refuge for that colony and to act as a touchstone for the educational and conservation goals of the organization. BCI retained AECOM to provide an economic evaluation of the facility. AECOM's analysis focused primarily on the analysis of the potential market support and visitor attendance potential of the facility, including available support for visitor services and conference facilities associated with the visitor center.

American National Fish and Wildlife Museum Grapevine, Texas Client: Bass Pro Shops

AECOM was retained by Bass Pro Shops to analyze the attendance potential for the American National Fish and Wildlife Museum if the Museum was to locate in the Dallas/Ft. Worth area, especially if located contiguous to the Grapevine Mills super-regional mall in Grapevine, Texas.

National, State, and Regional Parks

Shenandoah National Park Concessions Analysis Luray, Virginia

Client: National Park Service

AECOM is working with the National Park Service to analyze current concessions at Shenandoah National Park and to develop a prospectus to solicit bids for the future operation of park concessions. Shenandoah National Park, a 105-mile long park running through the Shenandoah Mountains in western Virginia, includes an array of concessions services including lodging, restaurants and cafes, retail stores and gasoline stations, campgrounds, horseback riding and other recreational services. Leading a team of architects, planners and landscape architects, engineers, and environmental specialists, AECOM is assessing current facilities, market conditions, performance of the current concessioner, needed capital reinvestment and other factors. The parameters for this NPS study requires a balance of conservation/preservation of the natural asset against costs for construction, maintenance and improvements to public facilities.

Haslett Warehouse: Economic and Financial Analysis of Adaptive Use Alternatives

San Francisco, CA

Client: National Park Service

AECOM and Architectural Resources Group were retained by the National Park Service to analyze and evaluate adaptive use alternatives for the rehabilitation of the Haslett Warehouse. AECOM was responsible for providing real estate market opinions on office, retail, restaurant, and urban entertainment center development in the Fisherman's Wharf area.

Boston Harbor Islands National Heritage Park Visitation: Economic Impacts

Boston, MA

Client: National Park Service

NPS retained a consulting team headed by Heritage Partners of Boston to provide a range of planning and analysis services related to NPS facilities in the Northeast and Midwest. AECOM serves as economics and financial analyst to the team. AECOM's initial task order involves estimating the scope of economic impacts of the proposed Boston Harbor Islands National Recreation Area. The analysis considered probable market segmentation of the projected visitor population, associated spending characteristics, issues surrounding substitution effects, and the proposed attraction's net contribution to the regional and state tourism industry and economy.

Wuksachi Village, Sequoia National Park: Economic

Sequoia National Park, CA Client: National Park Service

In California's Sequoia National Park, the National Park Service has found that it must remove the visitor lodging in the Giant Forest Village from the grove of sequoaias in order to protect both the resource and the visiting public. They have identified the new site to create a lodging complex to be known as Wuksachi Village. AECOM was retained as part of a team to conduct market research and financial analyses to provide guidance in several design issues.

Grand Canyon Ground Transportation System Evaluations Grand Canyon, AZ Client: National Park Service

AECOM conducted an evaluation of the proposed Grand Canyon transportation system. This study involved a review of the objectives of the shuttle transportation system; an analysis of the general characteristics of two types of vehicles used as shuttle buses; and a detailed evaluation of the proposed routes and the operating characteristics of the system. The required budget for the system was also evaluated.

Development Strategy Lake Lanier Islands, Georgia Client: Lake Lanier Islands Development Authority

AECOM was involved in the formulation of a development strategy and preparation of a general development plan for Lake Lanier Islands, a 1,200acre re-sort/recreation area on Lake Sidney Lanier in northeast Georgia. The initial phase of this project included detailed analysis of utilization and attendance patterns, assessment of existing recreation opportunities, evaluation of market opportunities and evaluation of development constraints. Based on the findings of the initial phase of work, policy and other considerations, alternative development strategies were prepared for presentation to the Authority's Board of Directors. The strategy selected by the Board was refined and a development program was prepared. The development program included recommended implementation process and phasing, estimates of capital costs, financial pro formas and preliminary marketing strategies. As part of the development plan, land use plans and illustrated site plans for key projects were also prepared.

State Park Revenue Enhancement Packages West Virginia Client: West Virginia Department of Parks and Recreation

AECOM worked under contract to the West Virginia Department of Parks and Recreation to evaluate the feasibility of proposed park revenue enhancement packages. These packages cover 20 state parks and included expansion of existing facilities, as well as development of new facilities. The study was undertaken in two phases. The first phase was designed to identify projects with potential for revenue bond funding, and the second phase provided detailed feasibility analyses of projects suitable for bond funding.

Public and Not-For-Profit Attractions

Market Analysis for the Newseum Washington, DC Client: The Freedom Forum

The Freedom Forum retained AECOM to provide attendance projections and market analysis for the Newseum project in Washington, D.C. AECOM's work focused on visitor economics, market definition, audience identification, and selected programming demands as part of the concept planning of the museum. AECOM conducted interviews and gathered data from relevant Washington area museums and thematically related museums nationally in order to develop an econometric model to project attendance and market segmentation.

Market Analysis of Attendance and Physical Planning Parameters

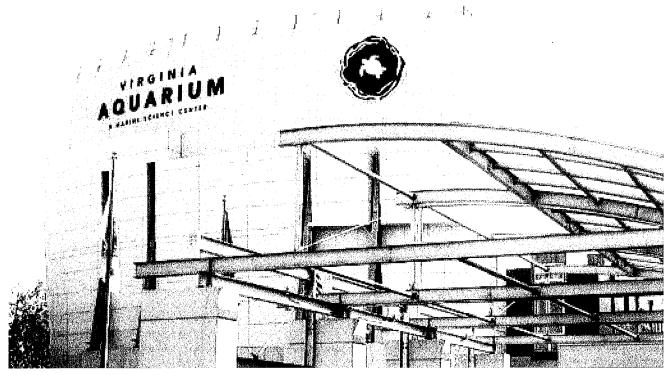
Ft. Belvoir, Virginia

Client: National Museum of the United States Army

AECOM was retained by the National Museum of the United States Army (National Museum) to provide an economic analysis focusing on attendance projections, market analysis and physical planning parameters for the development of the National Museum. This report addressed the tasks specified in Phase II of the revised scope of work for the National Museum at its proposed Gray's Hill location at Ft. Belvoir in Virginia.

Organization and Business Plan for the Museums at 18th and Vine Kansas City, Missouri Client: The 18th and Vine Authority

The City of Kansas City invested \$23 million in the development of a museums complex in the 18th and Vine Jazz District, an area traditionally associated with Kansas City's jazz legacy and its center of African-American commerce and culture in the early part of the 20th Century. The development included a new museum celebrating Jazz and Kansas City's contributions to it -- the American Museum of Jazz, a renovated Gem Theater performance space and the new home of the Negro Baseball Leagues Museum. However, the project did not have a long term operating plan for the museums, and earned revenues were below potential. AECOM was retained by the City's 18th and Vine Authority to: review the project's economic performance and operating characteristics; analyze its relationships with other potential partner organizations and companies; conduct a 'Best Practices' review of other U.S. museums and attractions centered around a music theme;



identify potential earned revenue opportunities; and develop recommendations for organizational and operational changes as part of a new Business Plan for the Authority. The goal was to increase audience participation and private revenues as a share of overall operating expense for the facilities.

Operations Planning for the New Getty Museum Brentwood, California Client: J. Paul Getty Trust

The J. Paul Getty Trust is engaged in facility and operations planning for the new Getty Museum in Brentwood, California. The new museum will house the bulk of the non-classified collection now building under support of the Trust, which represents the largest fine arts endowment in the nation. The Trust retained AECOM to provide guidance in visitor experience planning for the museum, including visitor orientation food service and on-site transport. AECOM contributed evaluations of alternative formats for the double-loaded orientation theaters, including consideration of high-definition film/theater formats. AECOM also analyzed food service requirements and visitor flow capacities for the museum.

Pricing Strategy and Operations Review New England Client: Mystic Seaport Museum

Mystic Seaport Museum is a reconstructed New England seacoast village on Long Island Sound in the State of Connecticut. Situated on approximately 20 acres, the facility's historic ships, buildings and collections attract nearly 500,000 visitors annually. In an effort to reverse a declining attendance trend, the organization retained AECOM to conduct a review of their pricing strategy, and to make recommenda—tions regarding improvements in

physical plant, programming and marketing strategy. The relationship of pricing structure to admissions over time was reviewed in detail, at Mystic Seaport and a number of similar facilities, and a revised fee system was suggested. AECOM also proposed changes in marketing and advertising, minor additions to the physical plant, and additional special events programming. A number of these recommendations have been implemented.

Rose Center at the American Museum of Natural History New York City, New York Client: Museum of Natural History

The American Museum of Natural History constructed the Rose Center for Earth and Space to improve its ability to interpret astronomical and geological science for visitors. The new wing, which opened in February, 2000, contains a space theater with a unique high-definition star projector, a Big Bang show providing a dramatic, multi-sensory recreation of the beginning of the universe, exhibit galleries, a food court and a planetarium gift shop. AECOM was retained by the museum to prepare attendance and revenue estimates for the museum based on the addition of the Rose Center. Part of AECOM's work included analysis of visitor origins at the existing museum and analysis of past attendance and revenues by venue within the museum. Revenue generators at the museum included general admissions, IMAX theater, planetarium (replaced by the Rose Center), admission fees for special exhibits, gift shops, and food and beverage operations.

Museum of Jewish Heritage of New York New York City Client: Museum of Jewish Heritage of New York AECOM was retained by New York's Museum of Jewish Heritage in lower Manhattan to conduct a feasibility analysis for a public events space in the Museum's proposed expansion. The Museum's current events space is small and inflexible, and the proposed addition had space for a significant expansion, assuming that there is sufficient market support and revenue potential. AECOM contacted events planners, other museums and event venues and corporate and philanthropic organizations in the greater New York area to determine whether the expansion space would be of interest, under what terms they might consider its use, size and capacity requirements and compatibility with the Museum's programming goals. AECOM also quantified potential revenues from the public events space.

Washington National Cathedral Visitor Center Washington, DC Client: Smith Group Architects and Washington National Cathedral

AECOM was part of a consulting team of architects, exhibit designers and transportation/parking engineers retained to create a development program and implementation plan a proposed underground Visitor Center for Washington's National Cathedral. The Cathedral, which attracts over 600,000 visitors per year, does not have a separate visitor facility, and wishes to increase annual visitation, to interpret and enhance the visitor experience, and to improve both sales and income from revenue producing components. AECOM developed the retail and food service program for the project (size and location of

spaces), estimated growth in projected annual visitor

attendance, annual retail, food service, events and

incorporated into an overall Visitor Center concept,

which is currently in design by the project architects.

parking revenues, and projected future operating

costs, by revenue component. The program was

Market, Financial, and Economic Impact Analysis for Proposed Expansion Virginia Beach, Virginia Client: Virginia Marine Science Museum Foundation, Inc.

The Virginia Marine Science Museum Foundation retained AECOM to prepare a market, financial and economic impact study for the proposed expansion. The study was funded by a grant from the Hampton Roads Partnership. The expansion would offer the museum's visitors a memorable and close encounter with marine mammals including bottlenose dolphins. The building would contain one of the largest saltwater aquarium habitats in the United States, permitting viewing at various levels and vantage points, plus other exhibits. Completion of this project, combined with the existing VMSM complex, would result in the creation of a major aquarium attraction.

Destination Resorts

Update Economic and Financial Analysis for the Expansion and Refurbishment of Wilson Lodge and

Conference Wheeling, West Virginia Client: Oglebay Resort

AECOM was retained by the Oglebay Board to update the economic and financial analysis for the expansion and refurbishment of Wilson Lodge and Conference Center. AECOM was asked to independently assess the project's market potential by revisiting its earlier study and updating key elements relating to the competitive market, demographic and economic changes, and estimating the financial performance of an expanded (and refurbished) Wilson Lodge. The plan includes a 56-room addition that will be followed by phased and complete renovation of the remaining room inventory that will eliminate many of qualitative differences in room FF&E packages, leaving views and rooms sizes as greater determinants of room quality. At completion, you anticipate a premium room category that will be comprised of the new rooms, an intermediate product comprised of rooms primarily within the Byrd addition, and a standard room type in the Allen and Kline wings.

New Seabury Resort Master Plan Mashpee, Massachusetts Client: Icahn Enterprises

AECOM was retained to examine development options for the remaining acreage at New Seabury, a master planned resort community located on a spectacular oceanfront site on Cape Cod. Purchased in bankruptcy in 1998 by the new owners, a real estate subsidiary of Carl Icahn, commissioned a multi-disciplined team to evaluate environmental, planning and infrastructure, real estate and legal issues associated with buildout of the remaining 200 net developable acres. The project contains 1,900 primary and second-home units, overnight lodging, meeting and conference facilities, two premier golf courses, beach/cabana club and other recreational amenities, and food service and retail uses. AECOM conducted market analyses of prospective uses, including primary and second-home housing, lodging and other commercial uses. We prepared multi-year pro formas for various buildout scenarios, including horizontal disposition and vertical development strategies, and financial analyses for investor-owned lodging, food & beverage/banquet and clubhouse/ member elements.

Lake Lanier Islands Lake Lanier, Georgia Client: Lake Lanier Islands Development Authority

AECOM was retained by the Lake Lanier Islands Development Authority to evaluate the feasibility of privatizing selected LLIDA revenue producing facilities, such as the water park, hotel and golf course, boat rental operations and campground, or privatizing the Islands, in their entirety. Privatization options included both the sale of improvements and contract management of operations. For the study, AECOM looked at the operations and financial performance of the privatization candidates to determine the potential for improvement in profitability under private control. Projections were then developed for operations under continued LLIDA operation and private operation, and comparisons made in the net financial performance under the different alternatives of economic return to the Authority and to the State of Georgia. AECOM also examined a number of legal and institutional issues that would have an influence on the overall feasibility of privatization.

Smith Mountain Lake Smith Mountain Lake, Virginia Client: Appalachian Power Company

In the latest of a series of engagements with Appalachian Power Company, a division of American Electric Power, AECOM was asked to manage an effort to recruit a development partner for this 1,300-acre planned recreational community. The project, on the shores of Smith Mountain Lake in central Virginia, was slated to include some 1,200 housing units, golf courses and other recreational amenities, and a commercial and cultural center for this fast-growing market.

Previously, AECOM analyzed residential and golf development potentials for three parcels at Smith Mountain Lake, a 20,000-acre hydropower reservoir in central Virginia. Based on AECOM's analysis and identification of a market supportable development program, Appalachian Power proceeded with development of a conceptual master plan.

Pinehurst Resort Community North Carolina Client: Pinehurst, Inc.

AECOM was engaged by Pinehurst, Inc., for two assignments. Initially, AECOM performed a comprehensive market analysis for both resort and residential portions of this North Carolina resort/second home project, and on the basis of this, developed long-range financial projections. Subsequently, AECOM undertook an assignment consisting of two components. The first part consisted of a review of development potential for the existing Village Center and preparation of financial projections and future development strategies. The second component was assisting the group business department of Pinehurst in developing a strategy for increasing the amount and quality of group business at Pinehurst.

Market Potential for Valley Development Blue Ridge Mountains, Virginia Client: Wintergreen Development Corporation

Wintergreen is a highly successful ski golf resort in the Blue Ridge Mountains of Virginia. Land available for future development in the mountaintop area of the resort is limited, so Wintergreen is focusing on development of its valley property to sustain its real estate program. AECOM was retained to analyze the market potential for valley development. Alternative development strategies encompassing different target markets and product types were evaluated. As part of the study, telephone surveys were conducted in key cities of the Wintergreen market area to test marketability of the valley location and product alternatives.

Commercial Attractions

Development Planning for Walt Disney World Client: Walt Disney Productions

AECOM has completed many assignments for Walt Disney Productions and its affiliates, since 1959, related to the development of Walt Disney World. The scope of these studies included development of locational, economic and market planning guidelines for this amusement/residential/commercial complex situated near Orlando, Florida, as well as analysis of the economic impact of the attraction on the immediate area and on the State of Florida as a whole. Economic Feasibility of Sea World, Orlando, Florida

AECOM evaluated the market support, conducted a site location analysis and estimated potential levels of attendance and expenditures for this marine-oriented theme park situated near Orlando, Florida. The projected attendance and its distribution were used to determine park sizing and to develop physical planning guidelines for its components. AECOM recommended pricing structure based on a proposed entertain-ment content and a forecast of per capita expenditures.

Busch Gardens Feasibility Studies Williamsburg, Virginia Client: Anheuser Busch

AECOM conducted feasibility studies for the Busch Gardens attractions in Tampa, Florida, and Williamsburg, Virginia. Busch Gardens, Tampa, was originally conceived and developed as a hospitality house and public relations facility for Anheuser-Busch Breweries. When the company decided to develop the facility into a major commercial recreation attraction, AECOM was asked to develop a viable program for the transition which would effect the conversion without destroying the garden ambiance, striking a balance between the existing facilities and the planned commercial components. AECOM was later retained to aid in the economic and physical planning process for Busch Gardens, Old Country, in Williamsburg, Virginia.

Peripheral Land Development Analysis Jackson, New Jersey Client: Six Flags Great Adventure

AECOM was retained by Six Flags Great Adventure to assess peripheral land development opportunities for this regional theme park in central New Jersey. AECOM examined current operations and market

penetration for the park and a companion safari park; evaluated the potential for other complementary and synergistic land uses tapping the heavily-populated Northeast Corridor markets between Boston and Washington, D.C.; and prepared specific market and financial analyses for the most attractive uses. We also evaluated trends in entertainment development and leisure time activities to ensure that proposed uses meet the needs of current and future patrons.

Basic Location Research - Specific Site Studies Multiple Locations Client: LEGOLAND

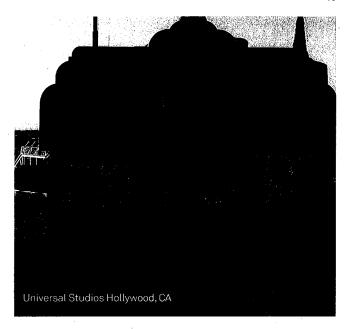
LEGOLAND retained AECOM to analyze the current status of the theme park industry in the United States, Europe and Japan, reviewing its history, performance, trends and other factors of interest relative to an understanding of the industry. Volume 1: Basic Location Research included Matrix Analysis of key market data for 25 markets in North America and 25 markets in Europe synthesized into a matrix evaluation ranking each market area. The matrix analysis is designed to rank according to the highest potential for LEGOLAND development specifically. Subsequently, AECOM analyzed numerous specific market areas and sites for LEGOLAND development potential. The first new park opened in London England in 1996. The seasonal new park opened in San Diego in 1999.

Universal Studios Hollywood Hollywood, California Client: Universal Studios, Inc.

This attraction offers a behind-the-scenes look at a major film studio. A tram ride takes visitors through Universal's back-lots where movie sets are viewed and also through replicas of special effects "catastrophes." In addition to the tram ride, visitors can also see stunt, make-up, and animal training shows, and participate in a scene filming demonstration. AECOM determined the market and economic potential for the tour and, in addition, recommended a pricing schedule and operating schedule.

Evaluation of Research Program for Proposed Islands of Adventure Theme Park Orlando, Florida Client: J.P. Morgan Securities

AECOM was retained by J.P. Morgan Securities, Nations Bank, Natwest Markets, and the Bank of Nova Scotia to provide an independent assessment of the market research completed by MCA and Rank (the joint ventures) for their planned Islands of Adventure theme park in Orlando, Florida. The primary focus of AECOM's assignment was to test the validity of the methodology utilized in the research program and to provide an independent evaluation of the reliability of the attendance forecast for Islands of Adventure.







Client References

North Jersey Partners Creative Communities Master Plan Ms. Tanya Mitchell North Jersey Partners c/o Newark Alliance 744 Broad Street, 7th Floor Newark, NJ 07102 973-596-6400 X118 tmitchell@newark-alliance.org

The Capitol Theater Feasibility and Economic Impact Study mS. Hydie Friend Wheeling National Heritage Area Corporation 1400 Main Street Wheeling, WV 26003 304-280-9061 hyfriend@comcast.net email

Tourism Development Plan for Fayette, Nicholas, Raleigh and Summers Counties mS. Judy Radford
New River Gorge Regional Development Authority (formerly 4C Economic Development Authority)
116 North Heber Street
Beckley, WV 25801
304.254.8115
jradford@nrgrda.org

West Virginia Whitewater Industry Strategic Plan Mr. Eric Pories Former Executive Director, West Virginia Professional Outfitters Association Rt 2, Box 1100 Fayetteville, WV 25840 304-237-7575 info@focusintent.com

Creation of a Nation Museum Economic Planning Ms. Joan Mummer President and CEO York Heritage Trust 250 E. Market York, PA 17043 717-848-1587 jmummert@yorkheritage.org

Heartwood Artisan Center Market Analysis Mr. Rob Jones Project Manager, Heartwood Artisan Center Virginia Department of Housing and Urban Development 276-202-6600 r.jones@sdcint.com

MARY MEANS + ASSOCIATES, Inc





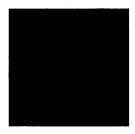


Statewide Heritage Tourism Development Strategy Pennsylvania









MMA and Economic Stewardship, Inc. jointly led Pennsylvania's ambitious initiative to re-think heritage tourism. The fast-paced nine-month process was guided by a work group of five state agencies, the state tourism association and other key non-profits. A 40+ person task force represented all quarters of heritage tourism (museums, historic sites, heritage areas, Main Streets, tourism promotion agencies, hotels, restaurants, guide services, and more), and nine workshops across the state enabled more than 500 to participate.

A new administration would soon take office, and the timing was right to be bold. The key question: What statewide actions would enable Pennsylvania's heritage tourism development system to:

- provide a better visitor experience
- improve communities and enhance the quality of life they offer residents; and
- increase resultant economic benefits?

MMA and ESI facilitated exploration of the big needs and the big obstacles and tested a range of strategies – from modest to dramatic.

Interlocking strategies focus on enhanced visitor experiences, better infrastructure, and market research. The strategic plan explains the rationales underpinning them in ways that resonate with elected officials, business leaders and stewardship organizations, as well as the tourism industry. It positions heritage resources as fundamental assets for Pennsylvania, not only for tourism, but as major contributors to the state's competitiveness for economic and community development. Strong consensus emerged for the proposition that enhanced funding be tied to performance.

The strategic plan is influencing policy and funding decisions under the new administration.

MMA with Economic Stewardship, Inc.

MARY MEANS + ASSOCIATES, Inc





Heritage Tourism Strategic Plan for Colorado









Colorado is synonymous with mountain scenery, skiing and other outdoor recreation activities. Its vivid history and abundant heritage is not as well known. Working with the Colorado Tourism Board and the Colorado Historical Fund, MMA and Economic Stewardship, Inc. produced the state's first strategic plan for heritage tourism. A large advisory group included leaders from across the state and across the industry. Interactive workshops in nine locations enabled hundreds to participate.

Tackling heritage tourism as an integrated system (components are product, infrastructure, government relations, funding – as well as marketing) revealed strengths and gaps. The MMA / ESI team positioned heritage tourism as a competitive advantage for the state's place-based business development initiative, making the case that investing in heritage communities and attractions adds to the overall quality of life for residents and businesses, too. Investing in more engaging interpretive programming should lead to broader market appeal for many sites.

Fresh perspective enabled leaders to understand the immense value of some of the state's assets – for instance, Colorado's network of scenic byways are itineraries linking attractions as well as an attraction unto themselves.

With broad industry participation, the emerging strategies and recommendations resonated with leadership – and with the legislature. In the public's eye Colorado's tourism focus had tended to be on mountains and Denver. Heritage tourism assets – picturesque towns, forts from the Kit Carson era, ranches, Native American sites and more – are spread throughout the state and can become an excellent platform for rural development.

Within a year following the plan, the legislature more than tripled the budget of the state tourism office. With relationships formed during the planning process, the heritage tourism program has leveraged its budget through partnerships with other state agencies. Strong regional partnerships are actively implementing strategies on the ground.

MMA with Economic Stewardship, Inc. and Clarion Associates

MARY MEANS + ASSOCIATES, Inc.







Selected Projects: Tourism

Other Tourism Assignments

- Maryland Strategic Plan for Tourism Development
- West Virginia Tourism
 Plan
- Illinois Heritage Tourism Training Program
- Victoria, Australia Special Interest Tourism Study

Pennsylvania Heritage Tourism Development Strategy. MMA and Economic Stewardship, Inc. jointly led Pennsylvania's ambitious initiative to re-think heritage tourism. A large task force represented all quarters of heritage tourism (museums, historic sites, heritage areas, Main Streets, tourism promotion agencies, hotels, restaurants, guide services, and more); strong consensus emerged from nine workshops across the state. Interlocking strategies focus on enhanced visitor experiences, better infrastructure, and market research. The strategic plan explains the underpinning rationales in ways that resonate with elected officials, business leaders and stewardship organizations, as well as the tourism industry.

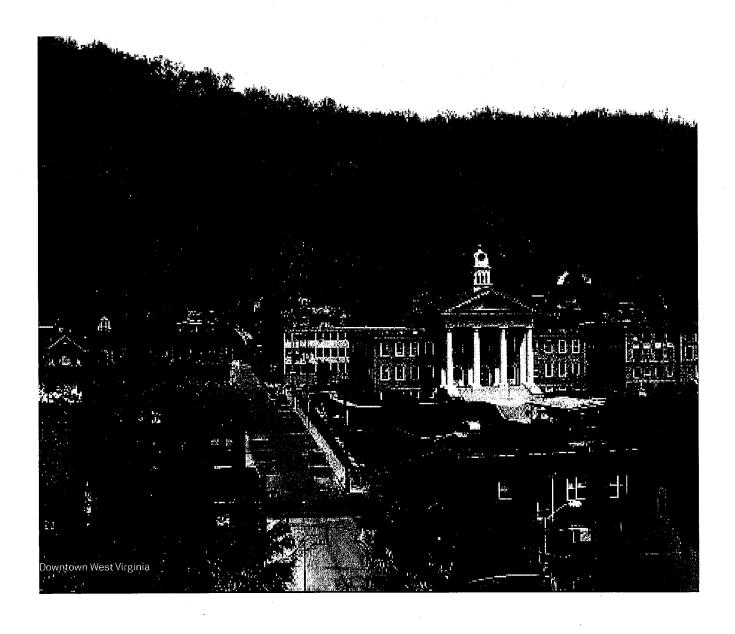
Massachusetts Strategic Plan for Tourism. With Economics Research Associates, MMA brought a highly participatory systemic approach to the state tourism plan, enabling recommendations to reach well beyond traditional marketing-oriented tourism plans and tackle data-mining, regional collaboration on product development and marketing, and sustainable funding. Industry-wide consensus created strong momentum and sparked aggressive implementation.

Cape Cod Regional Tourism Strategy. MMA was a key member of the team that crafted an effective strategy for enhancing non-peak tourism on the Cape. The plan was developed with extensive participation by heritage and eco-tourism attractions, as well as the hospitality industry and chambers of commerce, and led to a complete restructuring of key implementing organizations.

Maryland Civil War Heritage Area. For travelers interested in the Civil War, western Maryland is ideally located between Gettysburg, Antietam, Harper's Ferry, and Washington DC. MMA worked with leaders in three counties to become the base camp for families exploring the Civil War. This "border" state is well suited to enrich the military story and showcase civilian perspectives on conflict, courage, resilience and reconciliation in the period before, during and immediately after the Civil War.

Buffalo – Niagara Cultural Tourism Initiative. MMA was principal advisor for a strategy to enhance the role and effectiveness of the region's cultural and heritage attractions, which include architecture, music, fine arts, theater, and dance. A cross section of cultural, hospitality, business and philanthropic leaders explored opportunities and obstacles, evaluated approaches, and made recommendations to funders for systemic improvements.

2 Resumes



William W. Owens, Senior Vice President, Heritage, Culture & Tourism

Education
MBA, Harvard Graduate School of Business
Administration
Bachelor of Science, United States Naval Academy

Affiliations
Urban Land Institute (ULI)
American Association of Museums
Mid Atlantic Association of Museums

International Association of Amusement Parks and Attractions

Awards + Honors Lamba Alpha, Land Use Economics Honorary Society

Professional History 11/2007 – Present Economic at AECOM Sr. Vice President

7/1978 – 11/2007 Economics Research Associates Vice President Mr. Owens has a broad base of experience in management, planning and business analysis. Since joining Economics Research Associates (ERA) over 30 years ago, he has directed and participated in numerous consulting assignments in the fields of tourism, recreation, and attraction development at the strategic and project-specific levels.

Mr. Owens has directed strategic tourism planning efforts at the state, regional, and local levels. Clients have included: the states of Maryland, West Virginia, and Massachusetts; the Tennessee Valley Authority; 4-C Economic Development Authority (New River Gorge, WV), West Kentucky Corporation; and several municipal governments. For each assignment, Mr. Owens looked at the total tourism delivery system, for example: product, marketing, funding, hospitality, infrastructure and organizational capacity. He also worked closely with the tourism industry stakeholders to prepare plan recommendations.

Mr. Owens has frequently been called upon to apply his general tourism development expertise to the specialty field of heritage tourism. He directed ERA's work for the Alabama Historical Commission, which focused on enhancing the visitor experience and achieving higher levels of utilization and revenue generation at the Commissions historic sites. He provided market and economic advice for the Schuylkill River Heritage Area Management Plan, Wheeling National Heritage Area Management Plan, and the Maryland Civil War Heritage Area Management Plan, as well as for several state heritage areas in Pennsylvania.

In an urban waterfront setting, Mr. Owens has served as a consultant for leisure time and attraction development for the Baltimore Development Corporation (previously Charles Center – Inner Harbor Management), the quasi-public developers of Baltimore's highly acclaimed Inner Harbor. In various assignments, Mr. Owens' work focused on analysis of the characteristics of the current visitor base and on formulation of new development concepts, which would complement existing attractions, as well as expand the Inner Harbor's visitor market. Again, in the Baltimore area, Mr. Owens has undertaken feasibility studies for a number of existing attraction expansions and new attraction development.

Mr. Owens has worked on many projects in the field of recreation and park planning that is focused on revenue generation and sustainability. He directed AECOM's study for West Virginia State Parks, an important part of the West Virginia's tourism offering. The focus of the study was expanding revenue-producing facilities including lodges, meeting facilities, cabins, campgrounds, marinas and golf courses. Park master plan efforts for many state and regional parks have had the same revenue/sustainability focus, including identification of public-private partnership opportunities. In related work, Mr. Owens prepared a strategic plan for the Whitewater Industry in West Virginia.

Attraction development planning has been undertaken for a wide range of clients. Representative public and non-profit attraction studies include: economic planning for Mystic Seaport facility development in Connecticut; relocation analysis for the Newseum in Washington, DC; expansion feasibility studies for the American Museum of Natural History and the Baltimore Aquarium; economic planning studies for the expansion of Jefferson National Expansion Memorial's revenue facilities; market analysis for the proposed American Revolution Center at Valley Forge NHP; and feasibility analysis for the proposed National Museum of the U.S. Army outside of Washington. Commercial attraction work includes the evaluation of proposed locations for a LEGOland Theme Park in the eastern U.S., several attraction studies for Hershey Entertainment and Resort Company and Six Flags Corporation, and economic studies for Elvis Pressley's Graceland in Memphis, Tennessee.

Patty Folan Senior Associate

Education
MPL, Urban Planning, University of Southern
California, 1985
BA (High Distinction), Economics, University of Virginia,
1982
Completed course work for MLA, Landscape
Architecture, University of Arizona,
2001 to 2005

Affiliations
Member, American Planning Association
Member, American Society of Landscape Architects

Presentations
Quantifying Impacts: Urban Parks and Art
Installations, International Making Cities Livable
Conference, 2009

Lectures + Instruction Critic, Urban Design Studio, Carnegie Mellon University, 2008 to present Adjunct Faculty, Urban Design, Chatham University, 2010/2011

Professional History 1997 - Present Design + Planning at AECOM Senior Associate

1994 – 1997 The Rouse Company Senior Analyst, New Site Development

1992 – 1994 Landrum & Brown Environmental Consultant

Patty Folan joined ERA in 1997 and brings to public and private clients 17 years of experience in economic development and market analysis. She has been a Project Manager over the past several years, with a focus on development economics, urban revitalization, main street redevelopment, mixed-use development and market analysis. Prior to joining ERA, Ms. Folan worked for The Rouse Company and was actively involved in new site development, redevelopment strategies, and market research for several of their urban retail marketplace centers.

Project Experience

Capitol Music Hall Re-Opening Feasibility Study, Wheeling, WV

Worked with the Wheeling National Heritage Area Corporation to analyze the potential market and financial support for reopening the historic Capitol Music Hall. The analysis also included a summary of the potential economic impact of the reopened theatre. Port Authority of New York and New Jersey Retail Market Analysis, New York, NY Prepared a retail market analysis in light of events following September 11th. The analysis addressed in detail the impacts to the local business and tourism markets.

Weirton Area Economic Adjustment Strategy, Weirton,

Managed development of an economic adjustment strategy for the Weirton area, which included a detailed cluster analysis, stakeholder interviews, a survey of regional industrial parks, an analysis of economic conditions, identification of detailed site and workforce needs, and preparation of an implementation strategy.

American Mountain Theater — Applicant Review, West Virginia Tourism Development Act, Charleston, WV Assessed relevant criteria relevant to the WV Tourism Development Act, including confirming theatre attendance patterns, job opportunities, investment costs, and financial viability.

Mellon Arena Site Redevelopment, Pittsburgh, PA Project Manager for the redevelopment study which looked at the potential market support for a large mixed-use project to be located directly adjacent to the new Mellon Arena. The study also included an analysis of the potential economic and fiscal impacts of the mixed-use project and was prepared for the Pittsburgh Penguins.

Strip District - Produce Terminal Area Redevelopment, Pittsburgh, PA

Looked at the potential development opportunities for the historic produce terminal and riverfront parcels located in the Strip District, adjacent to the urban core in Pittsburgh. The analysis included a review of potential absorption, pricing, construction costs, and revenue streams associated with two development concepts. Sony Technology Park, Westmoreland County, PA Analyzed the market potential and space configuration needs for new tenants at the Sony Technology Park located in Westmoreland County. The plant, which includes 2.8 million square feet of space, will be vacated by Sony in 2010. Plans included a review of target industries and specific space configuration needs by industry type.

Branson Landing Market and Financial Analysis, Branson, MO

Examined the potential market support for Branson Landing — a new mixed-use development located along the waterfront in downtown Branson, Missouri. The document was prepared for the City of Branson and included a review of support for proposed restaurants, theatres, and entertainment retail.

Economic and Fiscal Impact Analysis for Downtown Knoxville Master Plan, Knoxville, TN Prepared a detailed economic and fiscal impact analysis for the City of Knoxville for a new convention center and mixed-use development located in downtown Knoxville. The proposed project included over 200,000 square feet of new retail space, 170 new housing units, a hotel, new office complex, and gated destination attraction.

Project Phoenix Retail Analysis, New York, NY Prepared a detailed market analysis and helped to identify appropriate retail concepts for the retail component of Project Phoenix, a multi-tower facility for Goldman Sachs. The site is part of a larger master plan for property originally controlled by the Colgate Company.

Kennedy Center Financial and Market Analysis, Washington, DC

Served as Project Manager for a study which looked at the development potential for two large air rights parcels resulting from the construction of a proposed new access system for the Kennedy Center in downtown Washington. Both pedestrian and automobile access were considered in the analysis which was completed for the Federal Highway Administration.

Downtown Master Plan, Takoma, DC Worked closely with a team of architects, historians and traffic engineers to develop a master plan for a transit-oriented neighborhood in Washington DC. The plan would set the standard for other similar plans being developed throughout the District of Columbia. The process included extensive public participation.

Old Police Headquarters Redevelopment Study, San Diego, CA

Worked with the Port of San Diego to analyze potential redevelopment scenarios for the Old Police Headquarters site in downtown San Diego. The building has been vacant since since 1987 and is included in the National Register of Historic Places.

Proposed Olympic Attraction Market and Financial Analysis, Colorado Springs, CO

Worked with LandCo Equity Partners to look at the market and economic implications of developing an Olympic themed attraction as part of the new downtown headquarters for the United States Olympic Committee (USOC). The first phase of the study looked at potential levels of visitation based on certain facility and operating assumptions. The second phase of the project addressed the financial performance of the proposed Olympic themed attraction.

Miller Brewing Company Financial Feasibility Study, Milwaukee, WI

Prepared the financial feasibility study for a reconfigured visitor center for the Miller Brewing Company headquarters.

Strategic Planning and Renovation Strategies, Faneuil Hall Marketplace and Harborplace, Boston, MA and Baltimore, MD

While working with The Rouse Company, assisted with strategic planning initiatives, including the determination of new leasing strategies, for two Rouse festival marketplace centers.

Hill Museum and Manuscript Library Market
Feasibility Study, Collegeville, MN
Provided guidance to the planning and design team
regarding levels of visitation, visitor characteristics,
visitation patterns and capacity needs for the
expanded Hill Museum located on St. John's Campus.
The project also addressed the potential financial
performance of the expanded museum.

Brackenridge Tract Financial Analysis, Austin, TX Prepared a financial analysis for two development scenarios for a large tract of land owned by the University of Texas at Austin. The financial model looked at the return on developer equity provided by the two concepts as well as the potential financial benefit accruing to the University of Texas.

Glen Isle Fiscal and Economic Impact Study, Glen Isle, NY

Analyzed the construction and permanent fiscal and economic impacts associated with a mixed-use development on Long Island. The analysis was prepared as part of a larger Environmental Impact Statement and included quantifying property taxes, retail sales, employment and earnings, and resultant spin-off impacts.

Tall Trees Re-entry Center Feasibility Study, Shelby County, TN

Looked at the economic impact of the proposed reentry facility, focusing on the expected increase in jobs as well as the cost savings attributable to an expected reduction in recidivism rates at the new facility. The economic analysis for the Tall Trees Re-Entry Facility includes two key components — a financial analysis which looks at the potential operating budget needs of the facility and an economic impact analysis which addresses potential employment impacts associated with the construction and operation of the new center.

Brian Sands, AICP Vice President

Education Master of City Planning, University of California at Berkeley, 1992 Bachelor of Arts, Geography, Arizona State University, 1988, cum laude

Accreditation American Institute of Certified Planners (AICP)

Affiliations

American Association of Museums (AAM) American Planning Association (APA) International Association of Amusement Parks and Attractions (IAAPA) Mid-Atlantic Association of Museums (MAAM) National Association for Business Economics (NABE) National Recreation and Park Association (NRPA) Urban Land Institute (ULI), full member ULI Affordable/Workforce Housing Council, member Visitors Studies Association (VSA) Washington Smart Growth Alliance (WSGA), recognition program jury

Professional History 2005 - Present, AECOM Economics (formerly Economics Research Associates) Vice President

2000 – 2005, URS Corporation (formerly BRW), Senior Planner

1997 - 2000, Economics Research Associates (London), Senior Associate

1995 – 1997, GE Capital (London), Associate

1992 – 1995, Lahmeyer International (Frankfurt), Consultant

1989 – 1992, University of California at Berkeley, Teaching Assistant, Research Assistant

Awards + Honors

Best Special Study, Arizona Planning Association, 2001 GE Capital Circle of Excellence, 1996

Presentations

Research into the Relationship Between Workforce Housing and Employer Location Decisions, International Economic Development Council, 2007

Lectures + Instruction Risk Assessment Instructor, Dept. of Homeland Security (DHS) - Federal Emergency Management Agency (FEMA), Risk Assessment Workshops, 2004, 2005

Publications

Filmpark Babelsberg, Attractions Management, May

Cinemas Special - Community Centres. Leisure Management. May 1998.

The Development Effects of High-Speed Rail Stations and Implications for California. Built Environment, Vol. 19, No. 3/4. 1994.

The German Magnetic Levitation Train (Transrapid). Built Environment, Vol. 19, No. 3/4. 1994.

The German InterCity Express (ICE). Built Environment, Vol. 19, No. 3/4. 1994.

Managing the Suburban Commute: A Cross-National Comparison of Three Metropolitan Areas. Institute of Urban and Regional Development. Berkeley, CA. Working Paper 596. August 1993.

Foreign Languages and Work Outside U.S. Fluent German language skills. Work completed in Austria, Colombia, Egypt, England, Germany, Israel, Jordan, Italy, Portugal, Scotland, Slovenia, and Turkey.

Brian Sands has worked on assignments in the real estate industry for over 18 years, with particular expertise in the areas of public/private development, public policies, mixed-use projects, and attractions/ entertainment facilities. Clients include public agencies and non-profit organizations as well as real estate developers, investors, and lenders. Mr. Sands is adept at managing complex projects that require a combination of disciplined project management. rigorous and broad quantitative analysis, and the ability to streamline findings for diverse audiences.

In the area of public/private development and public policies, Mr. Sands works mainly in the areas of assisting public entities with developer solicitations and in developing affordable/workforce housing policies, including detailed financial modeling to determine the impact of new/revised policies.

With regard to real estate feasibility, Mr. Sands has worked has on all major land use categories, including residential, retail, hotel, office, and industrial, as well as in the area of attractions/entertainment facilities. These projects typically involve field work, market research, financial feasibility, economic impact analysis, presentations, and project management.

Leisure and Recreation Project Experience

Shenandoah National Park, Luray, VA
For the National Park Service (NPS). Took over as
the day-to-day project manager on the Shenandoah
National Park concession program assignment in
fall 2008 and as principal in charge in April 2010.
Efforts have focused primarily on (i) updating and
enhancing the financial model used to determine
the franchise fee and (ii) assisting in improving
the utility and integration of information from the
conditions assessment in the franchise fee analysis.
Also managed the completion of a new condition
assessment by subconsultant Architectural Resources
Group (ARG) in 2009.

New York Aquarium, Coney Island, NY For the Wildlife Conservation Society, currently evaluating the feasibility of a 50,000 sq. ft. / 600,000 gallon / \$100 million addition featuring sharks. Tasks include evaluating the site and current operations, understanding local redevelopment activities and likely timing, quantifying resident and visitors markets, regional and national comparable attractions, forecasting visitation, providing physical planning guidelines, and forecasting financial performance.

Castillo National Monument Visitor Center, St. Augustine, FL

For the National Park Service, currently analyzing a potential new visitor center adjacent to the Castillo San Marcos fort, within the historic district. Tasks include evaluating the site and preliminary designs, quantifying resident and visitors markets, reviewing the performance of the Castillo as well as regional and national comparable attractions, forecasting visitation, providing physical planning guidelines, and forecasting visitor expenditures.

Broadway 4-D Theater Study, New York, NY Engaged to forecast visitation and operating financial performance of new attraction near Times Square focused on historic and contemporary Broadway shows/actors. Evaluated suitability of redeveloping a former theater building.

Biscayne National Park Visitor Center, Miami, FL For the National Park Service, currently analyzing a potential new visitor center at either Virginia Key or Dinner Key near downtown Miami. Tasks include evaluating potential sites, quantifying resident and visitors markets, reviewing the performance of the current visitors center as well as regional and national comparable attractions, forecasting visitation, providing physical planning guidelines, and evaluating potential impacts an adjacent/nearby land uses.

National Museum of the U.S. Navy, Washington, DC For the U.S. Navy, currently evaluating the feasibility of relocating the National Museum of the U.S. Navy off the Washington Navy Yard into a new/redeveloped facility. Tasks include evaluating potential sites, quantifying resident and visitors markets, reviewing the performance of the current museum as well as regional and national comparable attractions,

forecasting visitation, providing physical planning guidelines, and forecasting financial performance.

Yosemite National Park, CA
For the National Park Service (NPS), presently
providing high-level management as principal in
charge on the Yosemite National Park condition
assessment initiated May 2010. Assets include over
350 buildings with 900,000+ sq. ft., plus non-building
assets, such as equipment and parking. Fieldwork
team comprised of 20+ people over a seven week
period during peak season. Assignment includes
subconsultant Architectural Resources Group (ARG).

Port Canaveral Visitor Center, Port Canaveral / Cocoa Beach, FL

For the Port Canaveral Authority, currently evaluating the feasibility of a visitor center adjacent to the port which may include a visitor center, high-impact multimedia experience, observation tower, and exhibit areas. Tasks include evaluating preliminary concepts and the site, quantifying resident and visitors markets, reviewing the performance of regional competitive attractions as well as comparable attractions elsewhere, forecasting visitation, refining concept recommendations, and forecasting financial performance.

Lake Mead National Recreation Area – Echo Bay Resort, Overton, NV

For the National Park Service (NPS), presently providing high-level management as principal in charge on the Echo Bay Resort condition assessment initiated April 2010. Assets include lodging, restaurant, store, marina, and boat storage.

Orlando/Space Coast Region Hotel Market Study, FL For a confidential client, evaluated the potential for a new hotel located adjacent to an existing international-level destination attraction. Evaluated preliminary concepts, reviewed previous studies, quantified resident and visitors markets size and characteristics, assessed overall local/regional hotel market performance and that of specific competing hotels, forecasting occupancy, refined concept recommendations, and forecast high-level financial performance.

National Western Stock Show, Denver, CO Evaluated the potential for relocation of the Stock Show out of central Denver to a number of alternative sites. Included reviewing preliminary new design concepts, a detailed review of current operations and events, numerous user group interviews, quantifying resident and tourist markets, forecasting future user group demand and visitor demand, and potential financial performance.

Las Vegas Wheel, NV

For the Harrah's Entertainment, evaluated the feasibility of an international-level destination attraction, a large wheel similar to the London Eye. Tasks included evaluation of the preliminary concept and the site, quantifying resident and tourist market size and characteristics, forecasting visitation to

the attraction, recommended ticket pricing by type, forecasting per capita expenditures, and detailed financial feasibility modeling. Assignment required significant interaction with the attraction design team and potential investment partners.

Poplar Point, Washington, DC
For the District of Columbia's Office of the Deputy
Mayor, currently providing development advisory
services as a part of a master planning team for a
130 acre, mixed use riverfront project in Southeast
Washington, DC, which is scheduled to be transferred
by the National Park Service (NPS). Tasks include
analysis of market characteristics, forecasting
demand and associated financial factors for uses at
the site, including residential, retail, office, lodging,
and potentially visitor attraction facilities. New
development will include significant active and
passive recreation areas.

Freedom Tower Observation Deck Visitation Study, New York, NY

Engaged by the Port Authority of NY& NJ to forecast visitation and operating financial performance of an observation deck attraction at the top of the new Freedom Tower located on the former World Trade Center (WTC). Included detailed modeling of security and capacity constraints on visitation during peak periods.

Evergreen Heritage Center Concept and Feasibility Study, Frostburg, MD

For Frostburg State University, conducted a feasibility study to identify and evaluate tourism and community uses that could generate income to help support the potential endowment of historic property, including assessing the financial performance of the property with the range of subsidized and revenue-positive uses and associated risks.

Ron Jon World Resort, Port Canaveral / Cocoa Beach, FI

For Ron Jon Surf Shop, prepared a market study, recommended development program, and financial feasibility analysis in support of their bid for a key site located adjacent to Port Canaveral. Included evaluation of site, resident and visitor markets, and multiple potential land uses, including hotel, conference center, retail, restaurant, waterpark, surfpark, and museum.

Alexander Park, McDonough, GA
For the City of McDonough and master planner
EDAW, provided market, economic and financial,
and marketing advisory services on the proposed
municipal park and events center project.

Highest and Best Use Study, Orlando, FL Conducted a highest and best use analysis of a nearly 30-acre mixed-use site located on Orlando's "tourism corridor" for a confidential client. Evaluated market conditions for a preliminary development program, forecast demand, and residual land value, with findings used to support negotiations with the site's current lessee (a major attraction).

Mixed Use, Redevelopment and Master Planning Project Experience

Winston-Salem Small Area Plan, NC
For the Housing Authority of Winston-Salem
(HAWS), provided market research and development
programming as a part of a master planning team for
approximately 130 acres in the northeastern portion
of Winston-Salem. Tasks include analysis of market
demographic and employment characteristics, real
estate market characteristics, forecasting demand
for residential, retail, office, and industrial uses. A
particular emphasis of the assignment was the
client's desire to retain the neighborhood's existing
community, which is comprised predominantly of
very low income and low income households, but also
diversify it economically.

Howard University North Campus Center, Beltsville, MD

For the Howard University, provided market research and development programming as a part of a master planning team led by AECOM, for an approximately 108 acre area. Tasks include analysis of market demographic and employment characteristics, real estate market characteristics, forecasting demand for residential, retail, office/research, and lodging uses.

Poplar Point, Washington, DC
For the District of Columbia's Office of the Deputy
Mayor, provided development advisory services as a
part of a master planning team for 130 acre, mixed
use riverfront project in Southeast Washington, DC.
Tasks included analysis of market characteristics,
forecasting demand and associated financial factors
for uses at the site, including residential, retail,
office, and lodging facilities. Site is scheduled to be
transferred to District of Columbia by the National
Park Service, then to be sold/leased to private
developers.

Market Analysis for Sheep Island, Berkeley County, SC Retained by MeadWestvaco (MWV) to forecast development potential at the 4,560 acre Sheep Island site over a 20-year period, including residential, office, retail/entertainment, hotel, and graduated care uses. Analyzed market conditions, forecast demand, with additional detailed programming/mix options for residential, retail, and office.

East Edisto Master Plan Demand and Public Services, Charleston, SC

The client, MeadWestvaco (MWV), is one of the largest landowners in the Charleston, SC area. At 70,000 acres, the East Edisto project is one of the largest master plans currently in development in the U.S. Worked as part of a large master planning team, market analysis and forecast demand over a 50-year period. Land uses include residential, retail, hotel, office, industrial, educational, and police/fire/EMS. Forecast growth at the regional and project level of population/ households, students, employment by sector, tourists, and drive-through traffic. Preliminary economic and fiscal impacts also forecast as well

as detailed school facilities demand. Participated in multiple rounds of public meetings to gather inputs to the plan and to present findings.

Pratt Street Condominium Development Program Evaluation, Baltimore, MD

For Doracon Development and UrbanAmerica, analyzed the demand potential for the condominium component of the 300 East Pratt Street mixed use project on Baltimore's Inner Harbor. Evaluated proposed condominium program and associated characteristics (unit sizes, pricing, absorption) in light of market conditions, buyer profiles and demand, and competitive projects. Worked closely with the project team, including the sales broker, regarding potential adjustments to the development program.

Eastland Mall Redevelopment Feasibility, Charlotte, NC

Retained by the City of Charlotte Economic Development Division to evaluate potential redevelopment options for the Eastland Mall. Reviewed existing market information and studies, conducted supplemental research, and prepared residual land value analyses.

Market Analysis Update, Miami Intermodal Center (MIC), Miami, FL

For Earthtech (formerly ICF Kaiser Engineers) on behalf of Florida Department of Transportation (FDOT) District VI region, provided real estate market analysis, development programming, and feasibility analysis for the 1.4 million sq. ft., multi-modal transportation center proposed at Miami International Airport. Multiple market analyses have been prepared over the past 14 years.

Potential Target Submarkets Opportunity Analysis, MD For Newland Communities, analyzed selected Maryland submarkets for potential future land acquisitions, including recommended priorities. Utilized large GIS datasets to identify areas with target characteristics such as employment and households, income levels, socio-economic characteristics, development types/densities, and transportation access. Utilized a stepwise methodology to focus down to areas with the highest potential. The intent is to enable Newland Communities to acquire acreage for mixed-use communities that are in the path of growth and available at a reasonable price.

Guilford and Saratoga Market and Feasibility Study, Baltimore, MD

Conducted a highest and best use study for two sites acquired by the RWN Development Group, located in downtown Baltimore located within blocks of Baltimore City Hall. Included evaluation of the site and proposed development programs, demographic/employment trends, real estate market potential, proposed revisions to the development program, financial viability of a phased development program, and potential economic and fiscal benefits to the city.

Mt. Holly Plantation Land Use Plan Update, Goose Creek (Charleston), SC

Updated a ten year old study for Alcoa, owner of a 5,158 acre parcel outside Charleston, SC. Objective was to provide Alcoa with a framework for on-going decisions regarding land management, potential transactions, development opportunities, granting of easements, and other actions affecting the use of the land.

Biltmore Park Town Square, Asheville, NC Retained by the City of Asheville to independently review a developer's request for \$17 million in financial assistance to help offset the cost of structured parking for a large, new mixed use development. Reviewed developer's financial model, prepared an independent financial analysis of the project, and provided recommendations to the client regarding the request.

Retail Market and Development Analysis, The Villages, FL

Asked by the Sembler Companies to complete an analysis of the existing downtown retail centers located in The Villages, 27,000 acre residential/commercial development located in Lake and Orange Counties in central Florida, northwest of Orlando and south of Ocala. The project has grown rapidly recently and is expected to approach full build-out in the coming years. The study focused on demand for two existing retail centers in The Villages and for a proposed new retail center, as well as on lease rates and tenant mix improvements.

Market Review and Planning Workshop, Asheville, NC Retained by La Quatra Bonci to participate in a workshop focused on evaluating the development potential for a large parcel located adjacent to downtown Asheville. Commented on real estate market demand for a mix of uses (including residential, retail, hotel, and office) and the prospective development economics of various plan options.

Hercules Plant Reuse Master Plan Study, Canton, OH Part of a master planning team selected by the Cormony Development for the 23-acre Hercules site adjacent to downtown. Responsible for market analysis, concept planning, financial analysis (including complex tax credit deal structure), implementation support, and fiscal and economic impact. Uses included multi-use facilities, hotel, attraction/entertainment, retail, office, flex/tech, and residential.

Downtown Campus Retail/Food Services, Fort Worth, TX

Retained by Bing Thom Architects to perform a market analysis of Tarrant County College, including a preliminary assessment of business and operating characteristics informing planning for the retail and food service components of the project.

Rachel Perschetz Associate

Education

B.S., Hotel Administration, Cornell University, 2003

Presentation

Panelist, International Association of Assembly Managers Annual Conference and Trade Show, 2009

Lectures + Instruction

Guest Lecturer for the Market Analysis course in the Johns Hopkins Carey Business School Master's of Real Estate program, 2008 and 2009

Professional History 2006 — Present Economics at AECOM (formerly Economics Research Associates) Senior Analyst

2005 – 2006 Business Manager Common Ground Community

2003 – 2005 Assistant Manager The Heights Casino

Ms. Perschetz joined the Washington, D.C., office of Economics Research Associates in October 2006. She received her undergraduate degree in hotel administration from Cornell University. Ms. Perschetz concentrates in the entertainment and recreation practices for ERA.

Ms. Perschetz has participated in projects covering a variety of fields, including cultural and commercial attractions, fairgrounds, public assembly facilities, hotels and resorts, event facility operations, and tourism development.

Prior to joining Economics Research Associates, Ms. Perschetz worked for Common Ground Community, a non-profit developer of affordable housing in New York City, as business manager responsible for the organization's events spaces. Ms. Perschetz's responsibilities included sales and marketing, corporate partnerships, pricing analysis, budget preparation, and facility management.

Previously, she was assistant manager of The Heights Casino, a private club in Brooklyn Heights, New York, with responsibility for dining, event, tennis, and squash facilities.

Project Experience

Creation of a Nation Museum

Assessed the feasibility of a historical attraction to be built as part of a historical complex in York, Pennsylvania. Project work included analysis of area tourism and resident market, evaluation of comparable and competitive historical attractions, development of potential storylines, a final feasibility analysis, plan for project implementation, and economic impact analysis.

Coal Heritage Museum

Assisted with an analysis of market factors to aid in the planning and development of a coal-themed heritage attraction to be built in conjunction with a national miner training facility. Project components included an evaluation of comparable and competitive projects, analysis of area tourism market, and a final feasibility analysis and plan for project implementation.

Times Square Attraction

Assessed the event rental market for a visitor attraction in Times Square including identifying comparable and competitive attractions, interviewing prospective users, and developing a recommended rate structure.

Museum Site Selection

Conducted comparable attraction data collection, research and analysis and evaluated earned revenue opportunities to determine best site location for a proposed interactive museum.

Fort Collins Museum and Discovery Science Center Performed a feasibility study for the merger of a city-owned history museum and non-profit children's science museum. Work included comparables studies, attendance projections, and financial analysis.

State Fair of Virginia

Evaluated the event rental market for a historic property on the State Fair of Virginia's new fairgrounds including identifying comparable and competitive properties in the market, interviewing prospective users, and developing a recommended rate structure.

Atlanta Zoo

Compared data from select zoos nationwide in order to determine best practices and performance benchmarks for the creation of the Atlanta Zoo's master plan.

Army Historical Foundation

Participated in research of comparable military attractions to aid in the creation of a memorandum of understanding between the United States Army and the Army Historical Foundation for operation of a planned museum attraction. Project components include research on other organizations' memorandums and their application and governing processes.

Mystic Seaport

Analyzed data on area museum climate based on regional tourism, comparable and competitive attraction attendances, and museum historical data. Chattahoochee Nature Center Gathered and analyzed data on comparable nature centers and regionally competitive facilities to determine best practices and performance benchmarks for expansion and renovation of the Chattahoochee Nature Center.

Las Vegas Wheel

For Harrah's Entertainment, evaluated the feasibility of a large wheel attraction on the Strip in Las Vegas. Tasks included concept and site analysis, tourist and resident market forecast, evaluation of competing and comparable attractions, forecast attendance, ticket yield, and operating revenues. On-going detailed evaluation of tourism and hospitality trends in the Las Vegas market.

New Orleans City Park

Participated in multiple projects for New Orleans City Park as part of their master plan redevelopment, post-Katrina including feasibility studies for equestrian facilities, a splash park, and a miniature golf course.

Volcano Island

Evaluated the potential performance of a proposed indoor water park resort including an indoor water park hotel, an outdoor water park, a marina, an RV park, and conference space.

Great Stage Park

Analyzed the market demand for year-round event facilities to support the Bonnaroo Music Festival and its site in Manchester, Tennessee. Responsibilities included analysis of the local event market and comparative research on national concert, event, festival, and camping facilities.

Kathleen LaClair Associate

Education Bachelor of Science, Business, Susquehanna University, 2001, cum laude

Accreditation
Sigmund Weis School of Business, AACSB

Professional History 2007 — Present Economics Practice at AECOM Associate

2004 – 2007 Economics Research Associates Senior Analyst

2003 – 2004 Economics Research Associates Analyst

2002 - 2003 Permar, Inc. (Charleston, SC) Research Analyst

2001-2002 JJA Consulting (Fairfax, VA) Senior Associate

Kathleen LaClair has worked on assignments in the real estate industry for over nine years, with particular expertise in the areas of cultural attractions, mixeduse projects, and residential real estate development. Experience focuses on evaluating the development potential of real estate assets through economic trend analysis, market and financial feasibility studies, economic impact analysis and target market identification.

With regard to real estate feasibility, Kathleen has worked has on all major land use categories, including residential, retail, hotel, office, and industrial, as well as in the area of attractions/entertainment facilities. These projects typically involve field work, market research, financial feasibility, economic impact analysis, presentations, and project management.

Relevant Project Experience

Cultural Attractions

MassArt Gallery Expansion, Boston, Massachusetts Tasked with providing an analysis of the economic benefits of the proposed renovation and expansion of MassArt's Bakalar and Paine galleries that would accrue to the City of Boston and the Commonwealth of Massachusetts (as applicable). The study examined the impacts of the construction related to the renovation and expansion of the galleries, its ongoing expenditures on staff and operations, and the expenditures by the visitors that the galleries will bring to Boston.

Heartwood Artisan Center, Abingdon, Virginia Retained by the Virginia Department of Housing and Community Development to assist in the potential development of a regional Artisan Center. Conducted an analysis of market demand, product inventory and production capacity, identified recommended visitor services, completed an operations, staffing and ownership plan, an analysis of financial feasibility of the center, an outline recommending strategies and actions, and an estimate of direct and indirect economic impacts of the center.

Carnegie Science Center, Pittsburgh, Pennsylvania Retained by the Carnegie Science Center to review plans for a significant renovation and expansion, and to gauge the future attendance potential of the museum. Evaluated the various expansion program elements according to the level of competition within the Pittsburgh market, and the performance of comparable programs and exhibitions elsewhere in the U.S. Also analyzed and mapped the volume and origin of current museum visitors to better understand the characteristics of existing core audiences, and to inform the attendance analysis and marketing recommendations.

Madame Tussauds, New York, New York A visitor attraction featuring wax portraits of famous figures, based on the popular London museum. Work involved economic and demographic data research to support a review of the museums attraction content and operations.

City Park Master Plan, New Orleans, Louisiana Part of a multi-disciplined team retained by New Orleans City Park to create a long-term master plan. Primary role was the identification and evaluation of revenue generating uses for this park that is mandated to be financially self-sufficient. Also identified non-revenue uses that would respond to market needs. In a companion study, undertook an analysis of the park's golf operations and made recommendations on repositioning and restructuring the parks four golf courses in order to reverse the trend of declining use and income.

Alexander Park, McDonough, Georgia
Retained to estimate the fiscal and economic benefits
of the proposed expansion of the Alexander Park in
McDonough, Georgia to include a phased development
of a botanical garden and butterfly pavilion,
environmental science center, restaurant, function
space, event space, and other recreation facility.
Provided a project overview, analysis of one-time and
on-going fiscal and economic benefits and summary of
tax rates.

Pinewood Cultural Park, Pinellas County, Florida Park includes a living history heritage museum, The Gulf Coast Museum of Art and the Florida Botanical Gardens. Conducted comparable attraction data collection, research and analysis to evaluate earned revenue opportunities.

Old City Park Historical Village, Dallas, Texas A village with 38 historic structures that boasts a working farm, a traditional Jewish household, elegant Victorian homes, a school, a church and commercial buildings. Researched and collected comparable attraction data, and analyzed trends to estimate attendance for a planned education and visitor center expansion.

Shenandoah National Park Concessions Analysis, Virginia

Supported efforts to update and enhance a financial model used to determine the franchise fee that the NPS can expect from concessioners proposing for the new concession agreement and also assisted in improving the utility and integration of information from the conditions in the franchise fee analysis.

Delaware Children's Museum, Wilmington, Delaware Retained by the Riverfront Development Corporation and the Delaware Children's Museum to evaluate the attendance potential and financial feasibility of a proposed new children's museum on the Wilmington, Delaware riverfront. Conducted research and analysis to test the proposed design concept for the museum which included a 30,000 to 40,000 square foot facility with seven interactive children's exhibit areas, a gift shop, and a birthday party room.

Urban and Mixed-Use Developments

Alexandria Waterfront Development, Alexandria, Virginia

Worked in part of a master planning team to evaluate redevelopment opportunities along the waterfront in historic Alexandria, Virginia. Conducted an analysis of existing market conditions for multiple uses, assisted in the conceptual and alternative planning and design principles process and created revenue generating strategies for the waterfront's public spaces.

Mixed-Use Development, Greensboro, North Carolina Retained by the City of Greensboro to analyze market conditions in the Greensboro region for a variety of commercial and residential uses including housing at appropriate urban densities; retail, entertainment, and cultural uses; workplaces, including office space

live/work concepts; and lodging. Assessed the development economics and potential market support for key uses and evaluated the financial feasibility of the development program, the potential for public private partnerships, and the fiscal and economic impact of the program.

Town Center Development, Hendersonville, Tennessee Advised the cities of Hendersonville and Mt. Juliet, both located on the suburban fringe of Nashville, on creating economically viable town centers in light of expanding suburban growth patterns in the outlying counties of both communities. Examined market support for mixed-density residential, and destination and supporting commercial uses. Outlined appropriate implementation and funding strategies as a means of soliciting developer interest in specific parcels.

Site Specific Development Potentials, Goose Creek, South Carolina

Tasked with providing an analysis of development potentials at the Sheep's Island site. Summarized the current market findings and conditions and their implications for the resulting demand modeling and competitive environment. Five central market segments were evaluated in this research, including: residential, office, retail/entertainment, hotel, and graduated care.

Analysis included short and long term demand potentials in an emerging fast growth suburban market. The analysis also included programming descriptions for neighborhood verses community retail, residential unit mix and office development with size requirements. Included detailed market demand analysis for each type of use with particular focus on the retail and residential demand, a result of discussions with the client development team.

Economic Planning and Revitalization

Economic Action Plan, Biloxi, Mississippi
Worked with a multi-disciplinary team to create
an Action Plan for East Biloxi post Hurricane
Katrina. The economic analysis focused on four
core elements of East Biloxi's economy—the
gaming and visitor/tourism industries; residential
development, including market potentials and
sustainability of the condominium market; the
seafood industry; and various supporting services
such as retail and workplace. Work provided an
understanding of the depth of market potentials
for each use under consideration as well as other
economic considerations impacting opportunities for
revitalization and/or redevelopment in East Biloxi.
Residential Real Estate

North Georgia Asset Review, Georgia Assessed broad patterns of current and future demand for housing, commercial, and industrial land in a large region of Northern Georgia. Analyzed economic conditions in 35 counties where the client owns approximately 326,000 acres of land. The first stage of analysis consisted of a county-level review and analysis of economic and demographic forces affecting land use. Stage one concluded with a ranking and classification of each county by economic health. In the second stage, last assets were overlaid to establish patterns of market opportunity and to categorize and prioritize the landholdings with respect to future economic potential. The second stage assigned each parcel into broad categories of divest, hold and develop with specific timelines for development.

Site Market & Demand Analysis, Coweta County, Georgia

Retained by a private timber client to analyze real estate market conditions affecting the potential development of a site in Coweta County Georgia. Analyzed economic and demographic trends, identified comparable projects and likely demand drivers and recommended appropriate product characteristics, pricing, and estimated absorption.

East Calhoun Street Market & Demand Analysis, Charleston, South Carolina Retained by the City of Charleston, as part of a multi-discipline team, to review market conditions and identify and measure fundamental sources of current and future demand for residential, workplace, commercial, and lodging uses for East Calhoun Street and the East Cooper River waterfront. Reviewed historic, current and projected growth in population and households, age composition, labor force, employment by sector and occupational category, household incomes, and other measures of economic growth. Focused on competitive strengths and weaknesses of the planning area relative to citywide and regional trends, strategic economic development initiatives currently underway, infrastructure patterns, and geographic distribution of jobs, population and income.

Colonial Beach Market & Demand Analysis, Virginia Evaluated overall household and income dynamics as well as area supply characteristics to help inform and establish appropriate planning criteria for primary and secondary housing. Measured the expected market support for residential development by preparing demand forecasts using economic modeling tailored for this study. Annual demand forecasts illustrate the project's expected sales absorption by unit size and type, as well as price point/income levels.

Fiscal & Economic Impact Analysis

MassArt Gallery Expansion, Boston, Massachusetts
Tasked with providing an analysis of the economic benefits of the proposed renovation and expansion of MassArt's Bakalar and Paine galleries that would accrue to the City of Boston and the Commonwealth of Massachusetts (as applicable). The study evaluation of marker recommendations for examined the impacts of the construction related to the renovation and expansion of the galleries, its on undeveloped land clear understanding to identify the most for the client's land. to Boston.

Broadway 4D Theatre, New York, New York Retained by Broadway 4D Theaters, LLC to provide research and consulting services for the proposed Broadway 4D Theater attraction in Times Square, New York City. Conducted a market potential and attendance projection study for the first 4D attraction of its kind. Following the initial study, AECOM was asked to conduct an Economic Impact Analysis to estimate the one time development impacts and the ongoing operations impacts to the City and State of New York.

Industrial Parks

Alcoa's Mt. Holly Plantation, Goose Creek, South Carolina

Retained by Alcoa in 2007 to update a 1998 land use study and real estate management plan for the Mt. Holly Plantation which was previously owned by Alumax of South Carolina. The objective of the study was to provide Alcoa with a framework for on-going decisions regarding land management, potential transactions, development opportunities, granting of easements, and other actions affecting the use of the land.

Golf Developments

Pound Ridge Golf Course, Westchester County, New York

A repositioning analysis of an existing course in upstate New York to be redesigned by Pete and Perry Dye. Project components include research of high-end daily fee courses in the New York City metropolitan area that are comparable to the planned repositioning, including in-depth analysis of their golf, food and beverage and outing operations to determine optimal pricing of services.

Golf Course Analysis, Woolwich Township, New Jersey Evaluated the market and financial opportunities related to the golf course component within an existing active adult community. The age-restricted active adult housing and golf course comprise two elements of a larger development area that is programmed to include retail and office space. Identified the appropriate positioning of the golf course and recommendations expanded the client's golf exit strategies (to a private management company) and the highest return-on-investment.

Golf and Residential Market Potential, Quechee Lakes, Vermont

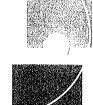
In assisting with a larger master planning effort for Quechee Lakes, an existing private golf resort community in Eastern Vermont, completed an evaluation of market potential and positioning recommendations for golf and housing opportunities on undeveloped land within the project to provide a clear understanding of the market opportunities and to identify the most productive development scenario for the client's land

MARY MEANS + ASSOCIATES, Inc.

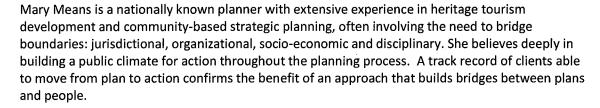
BUILDING BRIDGES BETWEEN PLANS AND PEOPLE

- Community Planning
- Visioning + Public Involvement
- 🦭 Implementation Strategies





MARY MEANS



She has headed multi-disciplinary, multi-firm teams responsible for large community vision plans, state tourism plans, regional heritage development efforts, and scenic road corridor management plans. Prior to entering consulting, Mary was vice president of the National Trust for Historic Preservation, where she is best known for having created the National Main Street program. Most of her career has involved older places dealing with the need for change, mindful of their heritage and desiring to build a more vibrant economy while respecting the past. Mary's clients benefit from her strategic outlook, beginning with the ability to diagnose and problem-solve, then to foster creative collaboration, leading to a broadly supported plan aligned with community dynamics. She is implementation-oriented and has helped coach numerous communities and organizations through the steps necessary to move from plan to action.

Tourism & Heritage Development

She has led teams for heritage tourism strategic plans for Pennsylvania and Colorado and was a key member of the teams for tourism plans for West Virginia, Maryland and Massachusetts. A recognized national leader in heritage development, Mary has prepared concept plans, feasibility studies and management plans for large national heritage areas, trails and greenways, and scenic byways in several states. She led the multi-disciplinary teams that prepared plans for the Blackstone River Valley National Heritage Corridor, Delaware & Lehigh Canal National Heritage Corridor and the Lancaster - York Heritage Region, the Harriet Tubman Underground Railroad Heritage Byway on the eastern shore of Maryland, and the Atchafalaya National Heritage Area in Louisiana.

Vision Planning & Civic Engagement

Mary has extensive experience in the design and management of collaborative public planning efforts. For the *Future Little Rock Vision Plan* she designed and managed the large-scale (400 active participants, 14 months) community goal setting process that led to widely-supported changes in the form of government. For the *Master Plan for New Orleans* (2009), Means led the extensive community engagement process in which 5,000 people participated.

Education

Loeb Fellow, Harvard University Graduate School of Design, 1982 Master of Arts, History, University of Delaware,1976 Bachelor of Arts, Humanities, Michigan State University, 1969

Activities

National Center for Small Communities, Board of Directors 1997-1998

National Center for Heritage Development, Board of Directors, 1993-1996

Design Competition Juries: Peachtree Street – Auburn Avenue; New Town, Williamsburg, VA

ULI Panel – Minneapolis I-35 Bridge / downtown urban design / development strategy, 2007

Conference Presentations

Illinois Office of Tourism, Co-Led Training Program in Heritage Tourism, 1999
American Planning Association National Conference, 2000, 2001, 2006, 2010
National Main Street Center Town Meeting – 25th anniversary keynote, 2005
National Trust for Historic Preservation, 2010 luncheon keynote
Texas Downtown Association Annual Meeting – keynote, 2009
Colorado Governor's Tourism Conference, 2005
Mayors Institute on City Design, 1990-1998
Loeb – Bruner Symposium on Sustainable Communities, 2009
International Downtown Association, 2010

Experience

Total Experience: 35 years

O3 Work Plan

Approach

The following proposal outlines a methodology for developing a comprehensive plan which analyzes the growth potential of several tourism industries as well as details a strategy or action plan for realizing the full growth potential of the tourism industry within the state of West Virginia, including identifying the key roles for the state legislature as well as other responsible agencies/entities, and also detailing potential issues which may impact tourism development over the next ten years.

The first phase includes a market and opportunities analysis for critical tourism industry sectors identified as a result of Senate Current Resolution 31, including, but not limited to, the following:

- Skiing
- Whitewater Rafting
- Golf
- Recreational and Extreme Sports
- Other Outdoor Activities (hiking, climbing, swimming, boating)
- Gaming
- Hunting and Fishing
- Theme Parks
- Spectator Sports
- Motor Sports
- Equine Activities
- · Health and Wellness
- State Parks, Forest System, Federal Lands
- Culinary Tourism
- · History/Culture
- Historic Tourism
- Fairs and Festivals
- Film and Video Production
- Second Home Market
- Scouting

- · Camping/Recreational Vehicles
- Group Tours
- Entertaining/Meetings

The second phase highlights an action strategy, including implementation strategies for the state and all relevant tourism agencies and groups.

With this framework in mind, AECOM's approach to the strategic tourism master plan seeks to highlight the strategic tourism opportunities for West Virginia, define opportunities for regional collaboration, and create an action plan that builds upon previous successes and in turn creates statewide tourism development strategies. We have structured our approach with implementation in mind. To this end, a key goal of the master plan is to provide a strategy that is quantifiable and that prioritizes strategies that generate economic returns to the state and local communities including new job creation, and additional tourism spending.

Tourism is one of West Virginia's largest economic engines and should be a priority in the economic development strategy for the state. According to an economic study prepared for the state, total 2008 visitor spending within the state was \$4.38 billion, supporting an estimated 44,000 jobs. In summary, our approach, based on experience in

successful similar strategies, is to integrate traditional research based analysis with a proactive initiative involving a wide group of stakeholders. Getting the input from these groups near the beginning, their feedback to alternatives in the middle, and their participation in launching the final recommendations are key to a feasible, implementable study process.

Task 1: Orientation & Project Start-up

At the beginning of the assignment, AECOM Economics will meet with the State of West Virginia Division of Tourism and other key stakeholders in order to clarify the overall goals and objectives of the statewide tourism industry study and strategic plan. Specific elements of this orientation meeting include:

- Review client objectives, scope of work and schedule.
- Identify relevant studies and plans that would inform the study effort.
- Discuss client responsibility for data supply.
- Identify key contacts.
- Review other factors relevant to the study.

As part of the initial stage of the study, AECOM will work with the Client to establish an Advisory Committee to provide insight throughout the study process. An important part of understanding the dynamics of tourism in an area and the opportunities that stem from these dynamics is soliciting direct input from those involved daily in tourism development. We highly recommend that AECOM work with the Client to establish a Tourism Study Advisory Committee comprised of approximately 10 individuals who could participate in helping to formulate tourism strategies. It is anticipated that the committee may include a member of the Joint Committee on Government and Finance. In selecting potential Advisory Committee members, consideration should be given to industry sector representation among the key 23 industry sectors identified in the RFP, geographical representation, leadership potential, and willingness and availability to participate in the process.

Meetings – Project Kick-off to establish goals, timeline, etc.

Task 2: Macro Tourism Industry Analysis

As part of the next steps in the analysis, AECOM will assess each of the industry sectors (e.g. skiing, gaming, whitewater rafting) in order to determine which sectors are most critical to the State of West Virginia in terms of growing the tourism industry over the next ten years. The following steps are intended to lay the foundation for the market analysis to follow in Task 3.

A. Review Relevant Programs and Studies.

AECOM will review programs and policies relevant to tourism development in the state. Materials will include any previous regional statewide tourism studies, review of local and state policies and programs, and any other studies that might provide insight into tourism and economic development issues. These studies will be identified in the kickoff meeting, as defined above.

B.Tourism Trends Assessment.

Trends in regional tourism will be evaluated. These trends will then be compared and contrasted to

larger national trends, so that special conditions of tourism in the region and/or new opportunities might be identified. In particular, we will look at the evolution of larger tourism related trends over the past several years and their potential impact on the tourism industry in West Virginia, including trends in product offerings (e.g. the increase in ecotourism), as well as relevant developments in travel consumer behavior and marketing efforts.

C. West Virginia Tourism Industry Structure.

AECOM will analyze the tourism industry structure in West Virginia, especially as it relates to key players and initiatives, existing working relationships, funding opportunities, etc. Understanding the existing tourism structure, especially as it relates to implementing various tourism initiatives and securing funding, will be critical to the strategy phase of the study. An important part of this task is understanding how the various state departments (e.g. Transportation, Economic Development, Education) work with and influence tourism development within West Virginia.

D. Regional Workshops/Stakeholder Interviews.

Stakeholder Interviews - Early in the process we will identify a broad range of stakeholders with whom to set up one-on-one or small group interviews. Interview candidates will include representatives of key attractions including state and county government officials and staff involved in aspects of the tourism industry, representatives from each of the Destination Marketing Organizations (DMO) within the state, key industry associations, resort and recreation developers and operators, relevant state tourism associations, and others to be determined in concert with the client. As part of this important task, AECOM will interview identified state agency officials in order to better assess current and proposed tourism initiatives. funding, communication and organization, product development, and technical and infrastructure needs. Typically, it is in these interviews with stakeholders and partner agencies that many pressing issues emerge. Early identification can help keep the process focused and point up new opportunities.

Regional Workshops — After initial data collection and assessment, we would propose to hold a series of four regional workshops in key locations. The meetings will highlight findings to-date regarding opportunities and constraints within the state tourism industry, macro-level tourism trends, etc. We will then move to a facilitated discussion of overall goals and objectives.

E. Tour of Key State Attractions.

In conjunction with the workshops, and with input from the client group, AECOM will select key state attractions to tour in order to better understand operations, site conditions and accessibility, visitation, capital investment, etc. within the context of other competitive venues.

Product - Memorandum describing tourism industry trends, tourism industry structure, existing programs, plans, and initiatives, major attractions, and stakeholder/workshop summaries.

Meetings – Series of individual/group stakeholder interviews and four regional workshops.

Task 3: Supply and Demand Analysis – Tourism Industry Sectors

AECOM will look at relevant supply and demand factors for each sector, including an assessment of existing conditions, industry trends, and relevant policies and regulations. The ultimate intent is to prioritize the list of industry sectors based on their relative importance to the state (e.g. magnitude of visitation, potential tax dollars generated, previous initiatives planned, etc.). Task 3 will include the following subtasks:

A. Identify Available Market Sectors and Characteristics.

Evaluate available markets and market segments (overall market demand), including local and regional daytrip markets and visitor market. This evaluation will include market size, key demographic and socioeconomic characteristics, and for visitors, trip purpose, length of stay and other factors that could influence their propensity to visit a state attraction, venue or event. AECOM will also perform a macro level analysis of activity participation, including an investigation of the impact of age and income (and other applicable demographic factors) on activity participation.

B. Assessment of Existing Conditions or Supply. This task will document current tourism industry conditions within the state and the competitive environment by utilizing existing state and local data and secondary sources, including, for example, trade organization surveys, state visitation data, county level tourism statistics, etc. This task will also include an analysis of how changes in legislation might impact future supply conditions for the various tourism sectors. Hotel and motel inventory data will be analyzed based on data provided from Smith Travel Research and will provide important insight regarding recent operating trends within the state's hotel/ motel industry. The work will cover existing conditions for the following major tourism venues, accommodations, and events:

Major Accommodations

- Hotel/Motel inventory and operating trends
- Campground inventory and operating trends
- Second home inventory and operating trends
- Use and occupancy
- Proposed future development

Major Tourist Attractions and Destination Activities (such as skiing, whitewater rafting, golf, extreme sports, gaming, hunting and fishing, theme parks, spectator and motor sports, equine activities, state and federal parks, historical/cultural attractions)

- Physical facilities
- Visitor volumes and visitor characteristics
- Fees and charges
- Marketing and promotional activities
- Plans for future expansion
- Operator/developer

Major Special Events/Other Specialized Attractions (culinary tourism, fairs and festivals, film/video production, scouting)

- · Visitor volume and characteristics
- Future plans for expansion
- Marketing and promotional activities

Product: Report memorandum summarizing demand/ supply conditions for industry sectors.

Task 4: Industry Sector Refinement

Based on the existing conditions assessment and market analysis completed in Task 2, AECOM will prioritize the key industry sectors. As part of this process, AECOM will:

Conduct a Core Client/Advisory Committee Workshop. AECOM will conduct a workshop with the core client group plus the Advisory Committee, as appropriate, to review and discuss the current state of tourism, issues, and opportunities in the region, as identified above, and to identify and begin to prioritize regional tourism goals. The purpose of this workshop is to:

- Discuss and prioritize the needs and issues of concern to different segments of the tourism industry as identified during the previous stakeholder meetings.
- Solicit ideas and input regarding the appropriate goals and objectives for a cohesive set of actionoriented tourism development strategies.
- Begin to prioritize relevant industry sectors.

Priority analysis and ranking. In this key task, findings to date will be synthesized, so that the development potential of each industry sector can be understood. AECOM will prepare an assessment of each industry sector incorporating major key criteria such as growth potential, potential economic contribution to the state, and fit with the West Virginia tourism brand.

Based on the results of the matrix evaluation, a final list of prioritized industry sectors will be developed. The following task will focus on developing key strategic action plans for growing top industry sectors that offer the greatest opportunity for growth while at the same time increasing the competitive positioning of some of the weaker performing industries which still offer opportunity for growth. For example, it may

be determined, as a result of the previous tasks, that the there is significant existing capital investment in the whitewater industry in West Virginia, as well as an established awareness on a national level of West Virginia as a whitewater rafting destination, however, declining national trends with respect to whitewater rafting participation constrain overall growth.

Meetings – Core Client Workshop to help prioritize growth industries.

Product – Memorandum report prioritizing West Virginia tourism growth industries.

Task 5: Development of a Strategic Action Plan

Based on the findings of the previous tasks, AECOM will identify goals and strategies which address current tourism industry constraints, growth of priority industries, strengthening of weaker industries, potential funding constraints, etc.

As part of this task, AECOM will:

- Highlight any legislation which might impede or be required to achieve the stated goals.
- Outline specific strategies, including identifying the relevant entities and roles, as well as anticipated timing. This key task will include identifying the appropriate roles of public, private, and non-profit groups in realizing stated actions. As part of this analysis, AECOM will also look for opportunities for potential partnerships among entities in order to achieve the desired goals.
- Identify the appropriate government mechanisms for implementation, including how other agencies can work together successfully with the Division of Tourism.
- Outline potential funding sources or gaps, including, but not limited to government grants and loans, private equity, local source funding, venture capital, etc. This task is especially critical given the existing economic cycle and the need to prioritize those initiatives that that might deliver the most significant impact in the short and midterm.
- Identify anticipated infrastructure needs, including roadway access, technology, wayfinding, etc
- Address potential labor force requirements as it relates to specific industry growth.
- Identify marketing initiatives which might further the specific goals and strategies.
- Recognize other qualitative issues that may impact tourism development (e.g. environmental considerations, traffic impacts, etc.)

AECOM, working in concert with the Advisory Committee, and, as appropriate, subject specialists, will prepare a detailed action plan. As reflected in our qualifications, we have experience across a broad spectrum of areas, but, as appropriate, we are prepared to bring in subject specialists for specific economic development and/or tourism initiatives.

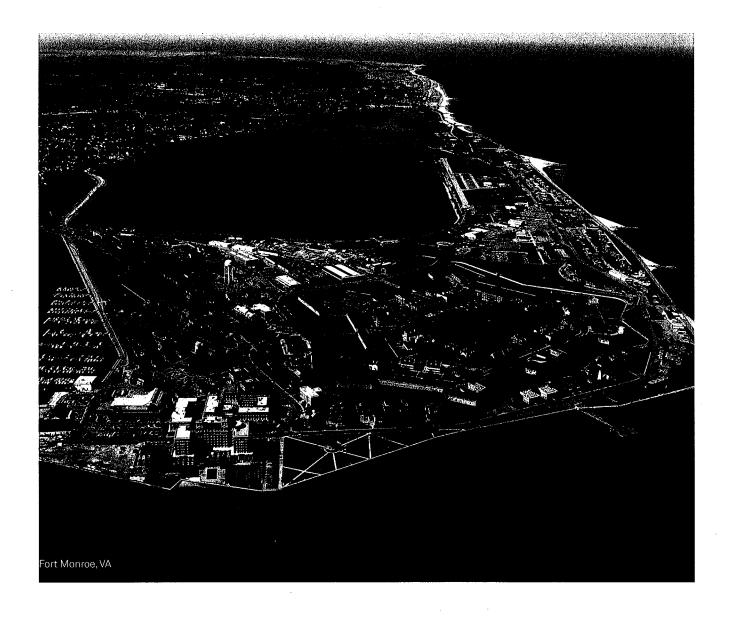
Product – Memorandum report detailing a ten-year strategic plan.

Final Report and Presentations

At the completion of the analytical tasks above, the memorandum reports will be condensed and consolidated in order to prepare a final project report document. The report will be prepared initially in draft format. Ten copies and a camera ready original of the Final Report will be submitted'

AECOM will meet with the Division of Tourism staff upon submission of the draft final report and will make one formal presentation to the Division of Tourism and/or other audience at the completion of the project.

G4 Schedule



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Indicates Client Group meeting
Indicates Interim Report submitted

AECOM

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RFQ No. 13 R 4089

STATE OF WEST VIRGINIA Purchasing Division

PURCHASING AFFIDAVIT

West Virginia Code §5A-3-10a states: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceed five percent of the total contract amount.

EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

Under penalty of law for false swearing (**West Virginia Code** §61-5-3), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated.

WITNESS THE FOLLOWING SIGNATURE

Vendor's Name: AECOM				
Authorized Signature: Lww Owe		Date:	31	lu
State of Virginia			•	
County of Artington, to-wit:	T-			
Taken, subscribed, and sworn to before me this 31	day of Janu	ary	, 20	<u>(1</u> .
My Commission expires 31 March	, 20 <u>14</u> .	Ü	<u>_</u>	.
AFFIX SEAL HERE	NOTARY PUBL	10 James	a	ynn Marshall
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Purchasing Affidavit (Revised 12/15/09)

