



Budget to Actuals Report

Fair & Expo - Fund 615

FY24 YTD June 30, 2024 (unaudited)

Year over Year Comparison by Percent of Year Complete

End of FY24

100.0%

Year Complete

RESOURCES	Fiscal Year 2023			Fiscal Year 2024			Projection	%	\$ Variance
	Budget	Actuals	%	Budget	Actuals	%			
Events Revenue	745,759	948,145	127%	1,050,000	951,042	91%	1,001,720	95%	(48,280)
Food & Beverage	745,000	1,045,496	140%	991,000	1,486,687	150%	1,386,422	140%	395,422
Rights & Signage	105,000	-	0%	105,000	92,416	88%	96,416	92%	(8,584)
Horse Stall Rental	49,000	78,825	161%	100,000	74,925	75%	63,075	63%	(36,925)
Storage	65,000	-	0%	50,000	51,099	102%	51,099	102%	1,099
Camping Fee	20,000	23,500	118%	22,500	33,694	150%	22,608	100%	108
Interest on Investments	5,221	15,485	297%	22,000	24,619	112%	24,619	112%	2,619
Miscellaneous	3,554	3,536	99%	3,000	7,001	233%	5,893	196%	2,893
TOTAL RESOURCES	1,738,534	2,114,987	122%	2,343,500	2,721,484	116%	2,651,853	113%	308,353

REQUIREMENTS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Personnel Services	1,256,902	1,260,867	100%	1,548,441	1,450,856	94%	1,413,571	91%
Personnel Services - F&B	170,247	80,260	47%	148,510	79,530	54%	80,677	54%	67,833
Materials and Services	965,684	1,155,970	120%	1,422,986	1,183,858	83%	1,190,052	84%	232,934
Materials and Services - F&B	603,950	625,287	104%	514,200	797,192	155%	763,603	149%	(249,403)
Debt Service	101,270	101,267	100%	100,190	100,139	100%	100,190	100%	-
TOTAL REQUIREMENTS	3,098,054	3,223,651	104%	3,734,327	3,611,575	97%	3,548,093	95%	186,234

TRANSFERS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Transfers In - Room Tax	1,101,342	1,101,336	100%	1,009,023	1,009,023	100%	975,271	97%
Transfers In - Park Fund	30,000	30,000	100%	30,000	30,000	100%	30,000	100%	-
Transfers Out	(427,215)	(427,212)	100%	(163,342)	(10,777)	7%	(10,777)	7%	152,565
TOTAL TRANSFERS	704,127	704,124	100%	875,681	1,028,246	117%	994,494	114%	118,813

FUND BALANCE	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Beginning Fund Balance	971,352	995,519	102%	547,763	547,764	100%	547,764	100%
Resources over Requirements	(1,359,520)	(1,108,664)		(1,390,827)	(890,091)		(896,240)		494,587
Net Transfers - In (Out)	704,127	704,124		875,681	1,028,246		994,494		118,813
TOTAL FUND BALANCE	\$ 315,960	\$ 590,979	187%	\$ 32,617	\$ 685,919	999%	\$ 646,018	999%	\$613,401



FUND 616 CALENDAR YEAR REPORT

	Fair 2023	Fair 2024 Actuals to Date	Additional Estimated Jun 24	Additional Estimated Jul 24-Dec 24	2024 Projection	Actual Jan through June 30, 2024	Actual July 1, 2024 through Dec 31, 2024	Fair 2024
RESOURCES								
Gate Receipts	\$ 1,042,896	\$ -	-	780,000	\$ 780,000	-	-	-
Carnival	245,809	-	-	430,000	430,000	-	-	-
Commercial Exhibitors	436,160	-	-	430,000	430,000	-	-	-
<i>Outside</i>	67,807	-	-	75,000	75,000	-	-	-
<i>Inside</i>	46,284	-	-	40,000	40,000	-	-	-
<i>Food - Concession %</i>	322,069	-	-	315,000	315,000	-	-	-
Livestock Entry Fees	1,940	-	-	2,000	2,000	-	-	-
R/V Camping/Horse Stall Rental	31,449	-	-	18,500	18,500	-	-	-
Merchandise Sales	1,899	-	-	2,500	2,500	-	-	-
Concessions and Catering	512,899	-	-	482,500	482,500	-	-	-
<i>Group Sales</i>	-	-	-	-	-	-	-	-
<i>Third Party</i>	-	-	-	-	-	-	-	-
<i>DCFE - Food</i>	27,971	-	-	17,500	17,500	-	-	-
<i>DCFE - Alcohol</i>	484,928	-	-	465,000	465,000	-	-	-
Fair Sponsorship	117,183	(22,018)	-	151,018	129,000	(22,018)	-	(22,018)
<i>Rodeo</i>	24,600	(5,268)	-	35,268	30,000	(5,268)	-	(5,268)
<i>On-ground Stages</i>	8,000	(2,790)	-	7,790	5,000	(2,790)	-	(2,790)
<i>Day</i>	8,025	(80)	-	35,080	35,000	(80)	-	(80)
<i>Golf Carts</i>	3,000	(880)	-	5,380	4,500	(880)	-	(880)
<i>Concert</i>	17,000	(1,000)	-	18,000	17,000	(1,000)	-	(1,000)
<i>Presenting Sponsors</i>	-	(12,000)	-	47,000	35,000	(12,000)	-	(12,000)
<i>Barn Sponsors</i>	4,500	-	-	2,500	2,500	-	-	-
<i>Queen</i>	-	-	-	-	-	-	-	-
<i>First Aid Sponsor</i>	-	-	-	-	-	-	-	-
<i>Donations</i>	-	-	-	-	-	-	-	-
TOTAL FAIR REVENUES	\$ 2,390,235	\$ (22,018)	\$ -	\$ 2,296,518	\$ 2,274,500	\$ (22,018)	\$ -	\$ (22,018)
OTHER RESOURCES								
State Grant	53,167	-	-	53,167	53,167	-	-	-
Interest	19,504	11,236	-	12,000	23,236	11,236	-	11,236
Miscellaneous	114	-	-	-	-	-	-	-
TOTAL OTHER RESOURCES	\$ 72,785	\$ 11,236	\$ -	\$ 65,167	\$ 76,403	\$ 11,236	\$ -	\$ 11,236
TOTAL RESOURCES	\$ 2,463,020	\$ (10,783)	\$ -	\$ 2,361,685	\$ 2,350,902	\$ (10,783)	\$ -	\$ (10,783)
REQUIREMENTS								
Personnel	175,531	98,977	-	100,960	199,937	98,977	-	98,977
Materials & Services	2,124,162	176,518	7,000	2,256,992	2,440,510	176,518	-	176,518
TOTAL REQUIREMENTS	\$ 2,299,693	\$ 275,494	7,000	2,357,953	\$ 2,640,447	275,494	-	275,494
TRANSFERS								
Transfer In - TRT 1%	75,000	37,500	-	37,500	75,000	37,500	-	37,500
Transfer Out - F&E Reserve	(170,608)	(54,753)	-	(54,750)	(109,503)	(54,753)	-	(54,753)
Transfer Out - Fair & Expo	-	-	-	-	-	-	-	-
TOTAL TRANSFERS	\$ (95,608)	\$ (17,253)	\$ -	(17,250)	\$ (34,503)	(17,253)	\$ -	(17,253)
Net Fair	\$ 67,719	\$ (303,530)	(7,000)	(13,518)	\$ (324,047)	(303,530)	-	(303,530)
Beginning Fund Balance on Jan 1	\$ 952,421	\$ 1,020,140	-	-	\$ 1,020,140	1,020,140	-	1,020,140
Ending Balance	\$ 1,020,140	\$ 716,610	(7,000)	(13,518)	\$ 696,093	716,610	-	716,610



Budget to Actuals Report

Annual County Fair - Fund 616

FY24 YTD June 30, 2024 (unaudited)

Year over Year Comparison by Percent of Year Complete

End of FY24

FUND 616 FISCAL YEAR REPORT

100.0%

Year Complete

RESOURCES	Fiscal Year 2023			Fiscal Year 2024			Projection	%	\$ Variance
	Budget	Actuals	%	Budget	Actuals	%			
Concessions and Catering	625,000	-	0%	790,000	834,968	106%	834,968	106%	44,968
Gate Receipts	710,000	-	0%	775,000	1,042,896	135%	1,042,896	135%	267,896
Carnival	385,000	-	0%	430,000	245,809	57%	245,809	57%	(184,191)
Commercial Exhibitors	80,000	-	0%	118,200	114,091	97%	114,091	97%	(4,109)
Fair Sponsorship	61,000	94,255	155%	92,500	69,967	76%	76,527	83%	(15,973)
State Grant	53,167	-	0%	53,167	53,167	100%	53,167	100%	-
Rodeo Sponsorship	24,000	22,430	93%	30,000	35,452	118%	36,092	120%	6,092
R/V Camping/Horse Stall Rental	20,000	-	0%	17,250	31,449	182%	31,449	182%	14,199
Interest on Investments	2,713	13,169	485%	13,500	25,831	191%	25,831	191%	12,331
Merchandise Sales	3,500	-	0%	2,500	1,899	76%	1,899	76%	(601)
Livestock Entry Fees	5,000	-	0%	2,000	1,940	97%	1,940	97%	(60)
Miscellaneous	-	75		-	39		39		39
TOTAL RESOURCES	1,969,380	129,929	7%	2,324,117	2,457,508	106%	2,464,708	106%	140,591

REQUIREMENTS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Personnel Services	169,445	179,229	106%	276,531	183,190	66%	188,143	68%
Materials and Services	1,802,585	451,185	25%	2,306,325	2,191,428	95%	2,170,614	94%	135,711
TOTAL REQUIREMENTS	1,972,030	630,414	32%	2,582,856	2,374,619	92%	2,358,757	91%	224,099

TRANSFERS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Transfer In - TRT 1%	75,000	75,000	100%	75,000	75,000	100%	75,000	100%
Transfers Out	(231,706)	(231,696)	100%	(109,503)	(109,503)	100%	(109,503)	100%	-
TOTAL TRANSFERS	(156,706)	(156,696)	100%	(34,503)	(34,503)	100%	(34,503)	100%	-

FUND BALANCE	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Beginning Fund Balance	384,715	385,854	100%	521,447	521,447	100%	521,447	100%
Resources over Requirements	(2,650)	(500,485)		(258,739)	82,889		105,952		364,691
Net Transfers - In (Out)	(156,706)	(156,696)		(34,503)	(34,503)		(34,503)		0
TOTAL FUND BALANCE	\$ 225,358	(\$ 271,326)	-120%	\$ 228,205	\$ 569,833	250%	\$ 592,895	260%	\$364,690





Budget to Actuals Report

Fair & Expo Capital Reserve - Fund 617

FY24 YTD June 30, 2024 (unaudited)
 Year over Year Comparison by Percent of Year Complete

End of FY24

100.0%

Year Complete

RESOURCES	Fiscal Year 2023			Fiscal Year 2024			Projection	%	\$ Variance
	Budget	Actuals	%	Budget	Actuals	%			
Interest on Investments	7,414	39,492	533%	64,800	94,239	145%	94,239	145%	29,439
Miscellaneous	-	-		-	130,809		130,809		130,809
Local Government Payments	-	-		-	-		-		-
TOTAL RESOURCES	7,414	39,492	533%	64,800	225,047	347%	225,047	347%	160,247

REQUIREMENTS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Materials and Services	495,000	125,590	25%	343,555	273,830	80%	343,555	100%
Capital Outlay	375,000	326,764	87%	746,445	167,101	22%	746,445	100%	-
TOTAL REQUIREMENTS	870,000	452,354	52%	1,090,000	440,932	40%	1,090,000	100%	-

TRANSFERS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Transfers In - TRT 1%	501,683	501,672	100%	462,119	462,119	100%	447,655	97%
Transfers In - Fair & Expo	416,437	416,436	100%	152,565	-	0%	-	0%	(152,565)
Transfers In - Annual County Fair	231,706	231,696	100%	109,503	109,503	100%	109,503	100%	-
Transfers In - Fund 165	-	-		100,000	100,000	100%	100,000	100%	-
TOTAL TRANSFERS	1,149,827	1,149,804	100%	824,187	671,622	81%	657,158	80%	(167,029)

FUND BALANCE	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Beginning Fund Balance	1,299,942	1,809,440	139%	2,592,838	2,757,229	106%	2,757,229	106%
Resources over Requirements	(862,586)	(412,861)		(1,025,200)	(215,884)		(864,953)		160,247
Net Transfers - In (Out)	1,149,827	1,149,804		824,187	671,622		657,158		(167,029)
TOTAL FUND BALANCE	\$ 1,587,183	\$ 2,546,383	160%	\$ 2,391,825	\$ 3,212,966	134%	\$ 2,549,434	107%	\$157,609





Budget to Actuals Report

RV Park - Fund 618

FY24 YTD June 30, 2024 (unaudited)

Year over Year Comparison by Percent of Year Complete

End of FY24

100.0%

Year Complete

RESOURCES	Fiscal Year 2023			Fiscal Year 2024			Projection	%	\$ Variance
	Budget	Actuals	%	Budget	Actuals	%			
RV Park Fees < 31 Days	605,000	548,219	91%	500,000	482,141	96%	431,944	86%	(68,056)
RV Park Fees > 30 Days	13,000	-	0%	12,500	21,682	173%	21,682	173%	9,182
Cancellation Fees	14,000	8,636	62%	7,000	14,045	201%	10,827	155%	3,827
Washer / Dryer	4,200	5,560	132%	5,000	5,449	109%	4,979	100%	(21)
Miscellaneous	3,750	2,907	78%	2,500	3,801	152%	4,161	166%	1,661
Interest on Investments	552	2,764	501%	2,300	8,447	367%	8,447	367%	6,147
Vending Machines	1,750	1,492	85%	1,500	1,352	90%	1,298	87%	(202)
TOTAL RESOURCES	642,252	569,577	89%	530,800	536,917	101%	483,338	91%	(47,462)

REQUIREMENTS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Personnel Services	111,153	79,213	71%	91,328	88,110	96%	90,988	100%
Materials and Services	259,755	139,359	54%	303,173	202,855	67%	211,063	70%	92,110
Debt Service	223,273	223,272	100%	222,630	222,596	100%	222,630	100%	-
TOTAL REQUIREMENTS	594,181	441,844	74%	617,131	513,560	83%	524,681	85%	92,450

TRANSFERS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Transfers In - Park Fund	160,000	-	0%	160,000	160,000	100%	160,000	100%
Transfers In - TRT Fund	20,000	19,992	100%	20,000	20,000	100%	20,000	100%	-
Transfer Out - RV Reserve	(261,566)	(261,564)	100%	(51,564)	(51,564)	100%	(51,564)	100%	-
TOTAL TRANSFERS	(81,566)	(241,572)	296%	128,436	128,436	100%	128,436	100%	-

FUND BALANCE	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Beginning Fund Balance	116,415	166,536	143%	93,115	166,640	179%	166,640	179%
Resources over Requirements	48,071	127,733		(86,331)	23,357		(41,343)		44,988
Net Transfers - In (Out)	(81,566)	(241,572)		128,436	128,436		128,436		0
TOTAL FUND BALANCE	\$ 82,920	\$ 52,697	64%	\$ 135,220	\$ 318,432	235%	\$ 253,733	188%	\$118,513





Budget to Actuals Report

RV Park Reserve - Fund 619

FY24 YTD June 30, 2024 (unaudited)

Year over Year Comparison by Percent of Year Complete

End of FY24

100.0%

Year Complete

RESOURCES	Fiscal Year 2023			Fiscal Year 2024			Projection	%	\$ Variance
	Budget	Actuals	%	Budget	Actuals	%			
Interest on Investments	6,298	21,589	343%	34,300	45,518	133%	45,518	133%	11,218
TOTAL RESOURCES	6,298	21,589	343%	34,300	45,518	133%	45,518	133%	11,218

REQUIREMENTS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Materials and Services	-	-	-	100,000	18,610	19%	100,000	100%
Capital Outlay	100,000	-	0%	74,000	26,642	36%	74,000	100%	-
TOTAL REQUIREMENTS	100,000	-	0%	174,000	45,252	26%	174,000	100%	-

TRANSFERS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Transfer In - RV Park Ops	261,750	261,564	100%	51,564	51,564	100%	51,564	100%
TOTAL TRANSFERS	261,750	261,564	100%	51,564	51,564	100%	51,564	100%	-

FUND BALANCE	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Beginning Fund Balance	1,172,718	1,191,937	102%	1,372,453	1,469,559	107%	1,469,559	107%
Resources over Requirements	(93,702)	21,589		(139,700)	266		(128,482)		11,218
Net Transfers - In (Out)	261,750	261,564		51,564	51,564		51,564		0
TOTAL FUND BALANCE	\$ 1,340,766	\$ 1,475,089	110%	\$ 1,284,317	\$ 1,521,389	118%	\$ 1,392,641	108%	\$108,324





Budget to Actuals Report

Fair & Expo - Fund 615

FY25 YTD September 30, 2024 (unaudited)
Year over Year Comparison by Percent of Year Complete

25.0%
Year Complete

RESOURCES	Fiscal Year 2024			Fiscal Year 2025			Projection	%	\$ Variance
	Budget	Actuals	%	Budget	Actuals	%			
Food & Beverage	991,000	458,495	46%	1,535,000	393,332	26%	1,419,769	92%	(115,231)
Events Revenue	1,050,000	311,624	30%	1,390,000	246,462	18%	767,068	55%	(622,932)
Rights & Signage	105,000	-	0%	110,000	55,300	50%	102,400	93%	(7,600)
Horse Stall Rental	100,000	35,190	35%	67,500	-	0%	60,000	89%	(7,500)
Storage	50,000	2,254	5%	45,000	-	0%	44,800	100%	(200)
Camping Fee	22,500	17,027	76%	37,500	11,693	31%	45,500	121%	8,000
Interest on Investments	22,000	4,409	20%	16,000	5,247	33%	20,990	131%	4,990
Miscellaneous	3,000	3,295	110%	5,000	7,229	145%	4,790	96%	(210)
TOTAL RESOURCES	2,343,500	832,294	36%	3,206,000	719,262	22%	2,465,317	77%	(740,683)

REQUIREMENTS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Personnel Services	1,478,441	367,201	25%	1,851,584	377,659	20%	1,514,719	82%
Personnel Services - F&B	148,510	-	0%	187,439	19,373	10%	161,386	86%	26,053
Materials and Services	1,492,986	205,104	14%	1,917,689	273,644	14%	1,911,743	100%	5,946
Materials and Services - F&B	514,200	278,833	54%	781,750	213,564	27%	745,224	95%	36,526
Debt Service	100,190	-	0%	99,700	-	0%	99,700	100%	-
TOTAL REQUIREMENTS	3,734,327	851,138	23%	4,838,162	884,240	18%	4,432,772	92%	405,390

TRANSFERS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Transfers In - Room Tax	1,009,023	252,252	25%	963,000	240,750	25%	963,000	100%
Transfers In - County Fair	-	-	-	196,900	49,225	25%	196,900	100%	-
Transfers In - Park Fund	30,000	7,500	25%	30,000	7,500	25%	30,000	100%	-
Transfers Out	(163,342)	(40,833)	25%	(10,777)	(2,694)	25%	(10,777)	100%	-
TOTAL TRANSFERS	875,681	218,919	25%	1,179,123	294,781	25%	1,179,123	100%	-

FUND BALANCE	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Beginning Fund Balance	547,763	547,764	100%	577,865	531,770	92%	518,718	90%
Resources over Requirements	(1,390,827)	(18,844)	-	(1,632,162)	(164,978)	-	(1,967,455)	-	(335,293)
Net Transfers - In (Out)	875,681	218,919	25%	1,179,123	294,781	25%	1,179,123	100%	0
TOTAL FUND BALANCE	\$ 32,617	\$ 747,839	999%	\$ 124,826	\$ 661,573	530%	(\$ 269,614)	-216%	(\$394,440)





Budget to Actuals Report
Annual County Fair - Fund 616
 CY24 YTD September 30, 2024 (unaudited)

FUND 616 CALENDAR YEAR REPORT

	Fair 2023	Fair 2024 Actuals to Date	Additional Estimated Jun 24	Additional Estimated Jul 24-Dec 24	2024 Projection	Actual Jan through June 30, 2024	Actual July 1, 2024 through Dec 31, 2024	Fair 2024
RESOURCES								
Gate Receipts	\$ 1,042,896	\$ 919,718	-	-	\$ 919,718	3,292	916,426	919,718
Carnival	245,809	449,198	-	-	449,198	-	449,198	449,198
Commercial Exhibitors	436,160	459,657	-	(6,916)	452,741	-	459,657	459,657
<i>Outside</i>	67,807	93,063	-	-	93,063	-	93,063	93,063
<i>Inside</i>	46,284	44,678	-	-	44,678	-	44,678	44,678
<i>Food - Concession %</i>	322,069	321,916	-	(6,916)	315,000	-	321,916	321,916
Livestock Entry Fees	1,940	3,139	-	-	3,139	-	3,139	3,139
R/V Camping/Horse Stall Rental	31,449	35,788	-	-	35,788	(194)	35,982	35,788
Merchandise Sales	1,899	1,608	-	-	1,608	-	1,608	1,608
Concessions and Catering	512,899	506,105	-	482,500	988,605	-	506,105	506,105
<i>Group Sales</i>	-	-	-	-	-	-	-	-
<i>Third Party</i>	-	-	-	-	-	-	-	-
<i>DCFE - Food</i>	27,971	50,734	-	17,500	68,234	-	50,734	50,734
<i>DCFE - Alcohol</i>	484,928	455,371	-	465,000	920,371	-	455,371	455,371
Fair Sponsorship	117,183	122,752	-	35,348	158,100	(22,018)	144,770	122,752
<i>Rodeo</i>	24,600	39,542	-	(9,542)	30,000	(5,268)	44,810	39,542
<i>On-ground Stages</i>	8,000	15,080	-	-	15,080	(2,790)	17,870	15,080
<i>Day</i>	8,025	11,170	-	29,230	40,400	(80)	11,250	11,170
<i>Golf Carts</i>	3,000	4,960	-	160	5,120	(880)	5,840	4,960
<i>Concert</i>	17,000	4,000	-	13,000	17,000	(1,000)	5,000	4,000
<i>Presenting Sponsors</i>	-	48,000	-	-	48,000	(12,000)	60,000	48,000
<i>Barn Sponsors</i>	4,500	-	-	2,500	2,500	-	-	-
<i>Queen</i>	-	-	-	-	-	-	-	-
<i>First Aid Sponsor</i>	-	-	-	-	-	-	-	-
<i>Donations</i>	-	-	-	-	-	-	-	-
TOTAL FAIR REVENUES	\$ 2,390,235	\$ 2,497,963	\$ -	\$ 510,933	\$ 3,008,896	\$ (18,920)	\$ 2,516,884	\$ 2,497,963
OTHER RESOURCES								
State Grant	53,167	635	-	53,167	53,802	-	635	635
Interest	19,504	17,974	-	5,016	22,990	13,462	4,513	17,974
Miscellaneous	114	-	-	-	-	-	-	-
TOTAL RESOURCES	\$ 2,463,020	\$ 2,516,573	-	569,116	\$ 3,085,688	(5,459)	2,522,031	2,516,573
REQUIREMENTS								
Personnel	175,531	160,266	-	50,091	210,357	104,843	55,423	160,266
Materials & Services	2,124,162	2,367,606	-	243,291	2,610,897	234,228	2,133,378	2,367,606
TOTAL REQUIREMENTS	\$ 2,299,693	\$ 2,527,872	-	293,382	\$ 2,821,255	339,071	2,188,802	2,527,872
TRANSFERS								
Transfer In - TRT 1%	75,000	56,250	-	18,750	75,000	37,500	18,750	56,250
Transfer Out - F&E Reserve	(170,608)	(54,753)	-	-	(54,753)	(54,753)	-	(54,753)
Transfer Out - Fair & Expo	-	(49,225)	-	(82,040)	(131,265)	-	(49,225)	(49,225)
TOTAL TRANSFERS	\$ (95,608)	\$ (47,728)	-	(63,290)	\$ (111,018)	(17,253)	(30,475)	(47,728)
Net Fair	\$ 67,719	\$ (59,028)	-	212,444	\$ 153,416	(361,782)	302,755	(59,028)
Beginning Fund Balance on Jan 1	\$ 952,421	\$ 1,020,140	-	-	\$ 1,020,140	1,020,140	-	1,020,140
Ending Balance	\$ 1,020,140	\$ 961,112	-	212,444	\$ 1,173,556	658,358	302,755	961,112



Budget to Actuals Report

Annual County Fair - Fund 616

FY25 YTD September 30, 2024 (unaudited)
Year over Year Comparison by Percent of Year Complete

FUND 616 FISCAL YEAR REPORT

25.0%

Year Complete

RESOURCES	Fiscal Year 2024			Fiscal Year 2025			Projection	%	\$ Variance
	Budget	Actuals	%	Budget	Actuals	%			
Concessions and Catering	790,000	27,971	4%	797,500	828,021	104%	1,314,795	165%	517,295
Gate Receipts	775,000	1,036,146	134%	780,000	916,426	117%	916,912	118%	136,912
Carnival	430,000	-	0%	430,000	449,198	104%	450,559	105%	20,559
Commercial Exhibitors	118,200	-	0%	115,000	137,741	120%	137,741	120%	22,741
Fair Sponsorship	92,500	41,526	45%	99,000	99,960	101%	141,020	142%	42,020
State Grant	53,167	-	0%	53,167	635	1%	53,167	100%	-
Rodeo Sponsorship	30,000	-	0%	30,000	44,810	149%	44,811	149%	14,811
Interest on Investments	13,500	5,616	42%	23,000	7,114	31%	28,450	124%	5,450
R/V Camping/Horse Stall Rental	17,250	-	0%	18,500	35,982	194%	35,982	194%	17,482
Merchandise Sales	2,500	1,899	76%	2,500	1,608	64%	2,500	100%	-
Livestock Entry Fees	2,000	-	0%	2,000	3,139	157%	3,139	157%	1,139
Miscellaneous	-	39	-	-	-	-	-	-	-
TOTAL RESOURCES	2,324,117	1,113,197	48%	2,350,667	2,524,632	107%	3,129,075	133%	778,408

REQUIREMENTS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Personnel Services	226,531	37,198	16%	229,798	55,423	24%	233,873	102%
Materials and Services	2,356,325	447,528	19%	2,442,103	2,127,441	87%	2,453,339	100%	(11,236)
TOTAL REQUIREMENTS	2,582,856	484,726	19%	2,671,901	2,182,864	82%	2,687,212	101%	(15,311)

TRANSFERS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Transfer In - TRT 1%	75,000	18,750	25%	75,000	18,750	25%	75,000	100%
Transfers Out	(109,503)	(27,375)	25%	-	-	-	-	-	-
Transfer Out - Fair & Expo	-	-	-	(196,900)	(49,225)	25%	(196,900)	100%	-
TOTAL TRANSFERS	(34,503)	(8,625)	25%	(121,900)	(30,475)	25%	(121,900)	100%	-

FUND BALANCE	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Beginning Fund Balance	521,447	521,447	100%	600,000	509,451	85%	519,959	87%
Resources over Requirements	(258,739)	628,471	-	(321,234)	341,768	-	441,864	-	763,098
Net Transfers - In (Out)	(34,503)	(8,625)	-	(121,900)	(30,475)	-	(121,900)	-	0
TOTAL FUND BALANCE	\$ 228,205	\$ 1,141,293	500%	\$ 156,866	\$ 820,744	523%	\$ 839,923	535%	\$ 683,057





Budget to Actuals Report

Fair & Expo Capital Reserve - Fund 617

FY25 YTD September 30, 2024 (unaudited)
 Year over Year Comparison by Percent of Year Complete

25.0%
 Year Complete

RESOURCES	Fiscal Year 2024			Fiscal Year 2025			Projection	%	\$ Variance
	Budget	Actuals	%	Budget	Actuals	%			
Interest on Investments	64,800	17,490	27%	88,000	29,504	34%	118,020	134%	30,020
Miscellaneous	-	-		-	94,112		94,112		94,112
TOTAL RESOURCES	64,800	17,490	27%	88,000	123,616	140%	212,132	241%	124,132

REQUIREMENTS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Materials and Services	343,555	-	0%	475,000	45,268	10%	475,000	100%
Capital Outlay	746,445	128,054	17%	785,000	7,063	1%	785,000	100%	-
TOTAL REQUIREMENTS	1,090,000	128,054	12%	1,260,000	52,331	4%	1,260,000	100%	-

TRANSFERS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Transfers In - TRT 1%	462,119	115,527	25%	442,396	110,599	25%	442,396	100%
Transfers In - Fund 165	100,000	-	0%	150,000	150,000	100%	150,000	100%	-
Transfers In - Fair & Expo	152,565	38,139	25%	-	-		-		-
Transfers In - Annual County Fair	109,503	27,375	25%	-	-		-		-
TOTAL TRANSFERS	824,187	181,041	22%	592,396	260,599	44%	592,396	100%	-

FUND BALANCE	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Beginning Fund Balance	2,592,838	2,757,229	106%	3,136,000	3,179,332	101%	3,179,332	101%
Resources over Requirements	(1,025,200)	(110,565)		(1,172,000)	71,285		(1,047,868)		124,132
Net Transfers - In (Out)	824,187	181,041		592,396	260,599		592,396		0
TOTAL FUND BALANCE	\$ 2,391,825	\$ 2,827,705	118%	\$ 2,556,396	\$ 3,511,216	137%	\$ 2,723,860	107%	\$167,464





Budget to Actuals Report

RV Park - Fund 618

FY25 YTD September 30, 2024 (unaudited)
Year over Year Comparison by Percent of Year Complete

25.0%
Year Complete

RESOURCES	Fiscal Year 2024			Fiscal Year 2025			Projection	%	\$ Variance
	Budget	Actuals	%	Budget	Actuals	%			
RV Park Fees < 31 Days	500,000	171,555	34%	450,000	155,070	34%	475,753	106%	25,753
RV Park Fees > 30 Days	12,500	-	0%	15,000	-	0%	15,000	100%	-
Interest on Investments	2,300	1,218	53%	8,000	3,107	39%	12,430	155%	4,430
Cancellation Fees	7,000	(3,140)	-45%	7,000	12,162	174%	16,517	236%	9,517
Washer / Dryer	5,000	1,792	36%	5,000	3,698	74%	6,101	122%	1,101
Miscellaneous	2,500	3,980	159%	2,500	390	16%	2,660	106%	160
Vending Machines	1,500	902	60%	1,500	690	46%	1,918	128%	418
TOTAL RESOURCES	530,800	176,307	33%	489,000	175,116	36%	530,379	108%	41,379

REQUIREMENTS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Personnel Services	91,328	24,663	27%	159,210	34,879	22%	158,727	100%
Materials and Services	303,173	46,196	15%	344,054	55,681	16%	339,231	99%	4,823
Debt Service	222,630	-	0%	223,600	-	0%	223,600	100%	-
TOTAL REQUIREMENTS	617,131	70,859	11%	726,864	90,560	12%	721,558	99%	5,306

TRANSFERS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Transfers In - Park Fund	160,000	-	0%	160,000	40,000	25%	160,000	100%
Transfers In - TRT Fund	20,000	4,998	25%	20,000	5,000	25%	20,000	100%	-
Transfer Out - RV Reserve	(51,564)	(12,891)	25%	(122,142)	(30,536)	25%	(122,142)	100%	-
TOTAL TRANSFERS	128,436	(7,893)	-6%	57,858	14,465	25%	57,858	100%	-

FUND BALANCE	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Beginning Fund Balance	93,115	166,640	179%	248,000	312,766	126%	300,190	121%
Resources over Requirements	(86,331)	105,448		(237,864)	84,556		(191,179)		46,685
Net Transfers - In (Out)	128,436	(7,893)		57,858	14,465		57,858		0
TOTAL FUND BALANCE	\$ 135,220	\$ 264,195	195%	\$ 67,994	\$ 411,787	606%	\$ 166,869	245%	\$98,875





Budget to Actuals Report

RV Park Reserve - Fund 619

FY25 YTD September 30, 2024 (unaudited)

Year over Year Comparison by Percent of Year Complete

25.0%

Year Complete

RESOURCES	Fiscal Year 2024			Fiscal Year 2025			Projection	%	\$ Variance
	Budget	Actuals	%	Budget	Actuals	%			
Interest on Investments	34,300	8,881	26%	45,000	13,317	30%	53,270	118%	8,270
TOTAL RESOURCES	34,300	8,881	26%	45,000	13,317	30%	53,270	118%	8,270

REQUIREMENTS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Materials and Services	100,000	-	0%	100,000	-	0%	100,000	100%
Capital Outlay	74,000	-	0%	70,000	-	0%	70,000	100%	-
TOTAL REQUIREMENTS	174,000	-	0%	170,000	-	0%	170,000	100%	-

TRANSFERS	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Transfer In - RV Park Ops	51,564	12,891	25%	122,142	30,536	25%	122,142	100%
TOTAL TRANSFERS	51,564	12,891	25%	122,142	30,536	25%	122,142	100%	-

FUND BALANCE	Budget	Actuals	%	Budget	Actuals	%	Projection	%	\$ Variance
	Beginning Fund Balance	1,372,453	1,469,559	107%	1,513,413	1,521,389	101%	1,521,389	101%
Resources over Requirements	(139,700)	8,881		(125,000)	13,317		(116,730)		8,270
Net Transfers - In (Out)	51,564	12,891		122,142	30,536		122,142		0
TOTAL FUND BALANCE	\$ 1,284,317	\$ 1,491,331	116%	\$ 1,510,555	\$ 1,565,242	104%	\$ 1,526,801	101%	\$16,246



Project Schedule

PHASE	2024			2025											
	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12
Part 1 Market Research & Strategic Master Plan	9 months														
Stakeholder & Public Engagement Meetings	14-16 weeks														
Market Research	8-10 weeks														
Strategic Recommendations			3 weeks												
Cost Analysis						5 weeks									
Economic Impact Analysis								7 weeks							
Final Market Research Report									4 weeks						
Part 2 Master Plan Design Services	18 months (through March 2026)														
Programming				4 weeks											
Full Build-out 460 Acre Master Plan							16 weeks								
Existing 320 Acre Property Master Plan							16 weeks								
Conceptual Cost Estimate						4 weeks					4 weeks				
Draft Digital Media Development											6 weeks				
Final Master Plan Report													2 weeks		
Milestone	X			X			X		X	X		X	X		

DCF & Rodeo

Populous + CSL
 + Project Kickoff
 + Stakeholder Meetings (2 Days)
 + Circuit Finals / OFA

Populous + CSL
 + Market Assessment Draft & Presentation
 + Planning Workshop

Populous
 + Design Workshop

Populous + CSL
 + Presentation of Final Market Research & Strategy Report

Populous
 + Design Update

Populous
 + Draft Report Review
 + Final Presentation



DESCHUTES COUNTY FAIR & EXPO

Market Research and Strategic Master Plan Design Services

**APRIL 19, 2024
COPY**

POPULOUS

DEAR SELECTION COMMITTEE OR NAME OF RECIPIENT:

FIRM NAME

Populous Architect, P.C.

OFFICE LOCATION

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POINT OF CONTACT

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Associate
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OWNERSHIP STRUCTURE

Populous Architects, P.C. is a New York professional corporation registered to do business with the Oregon Secretary of State. The two officers of Populous Architects, P.C. are licensed to practice architecture in Oregon. The ultimate parent company of Populous Architects, P.C. is Populous Holdings, Inc. Populous Holdings, Inc. is a Delaware company owned by stockholders. There are no individual stockholders of Populous Holdings, Inc. with a share of 10% or higher.

OREGON LICENSING

Populous Architects, P.C. is registered with the Oregon Secretary of State - Corporations Division, our registration number is 75706482. Populous Architects, P.C. also holds an Oregon Architectural Firm Registration with the Oregon State Board of Architect Examiners, our license number is ARF-0631. Populous will continue to meet the required licensing requirements with these state entities.

Oregon is truly having a moment, where the value of event venues, public gatherings, and regional tourism tied to sports, music, shows, and celebrations is front and center in the minds of community leaders and government. As long time Oregon leaders in public venue operations, design, and development, we have not seen the level of enthusiasm for event programming that we see today, as well as the recognition of the economic, livability, and community benefits that this industry brings. The events industry in Oregon is strong and long-term venue development strategies must keep pace with the expectations of our communities and the growth needs of our clients.

On behalf of our project team, we are excited for the opportunity to present our submission for your consideration regarding the Deschutes County Fair & Expo Master Plan.

NATIONAL EXPERTISE ON FAIRGROUNDS AND VENUE

DISTRICTS. Our proposed team brings relevant, recent experience on fairground campuses, including work on 48 state fair campuses and over 200 county and local fair and expo venues. We will generate a range of scenarios for the growth and diversity of events that are informed by successful outcomes from peer campuses nationwide. To enhance our scenario planning for the campus, Conventions, Sports & Leisure (CSL) will provide market research and analysis to determine current and future capacity as well as economic impact of the proposed improvements.

SUCCESSFULLY DELIVERING HIGH-PROFILE EVENTS IN OREGON.

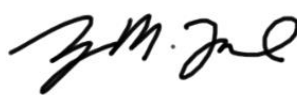
Our team draws from expertise and resources across all Populous, while delivering the work from our Portland office. The Portland team combines decades of experience designing transformational public and private venues where Oregonians love to gather. Our regional experience includes Hayward Field at the University of Oregon, Hillsboro Ballpark, Reser Stadium at Oregon State University, and the Moda Center. Chris Oxley joins as a strategic advisor, drawing upon his 25 years of experience in the public assembly venue industry. As a lead executive at Oregon's highest attended venues, Chris led the development, strategy, and execution of some of the state's most successful and high-profile events in history.

EXPERIENCED SUB-CONSULTANT TEAM.

Our team includes key subconsultants with whom we have delivered dozens of master plans and construction projects.

- + HHPR, officed in Bend, will provide civil engineering support as well as natural resource and environmental consulting.
- + CSL will provide existing business operations assessment as well as market research and financial analysis for the proposed master plan.
- + JMB Consulting Group will provide cost estimating services.

OUR COMMITMENT TO YOU. We will immediately commit the staff resources and time to meet the project schedule culminating with the 2025 Fair & Rodeo. We share your excitement and thank you for your consideration to be your trusted master planning advisor.



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THE WORLD'S LEADING SPORTS DESIGN FIRM

We design the places where people love to be together.

Innovation is the cornerstone of how we draw people together and create a better-built tomorrow.

In the world's top cities and on more than 140 university campuses we have designed more than **3,500 sports and entertainment projects** worth over **\$40 billion** combined. Our designs for places like T-Mobile Arena, the London Olympic Games, Allianz Field, and the MLB Field of Dreams game have created emotional connections between people and the civic sports and entertainment places and events they love. The top communities entrust Populous to help build their brands through design.

Our **unrivaled knowledge** — both visionary and technical — is unveiled through comprehensive planning and design services with experiential design at the core.

Our focus includes not just the individual buildings that define a community, such as sports architecture, conference and exhibition centre architecture or aviation design, but also the **urban fabric** that weaves these buildings together. We have been recognized more than **300 times with global design awards**, including three national American Institute of Architects awards. We have been listed six times as one of Fast Company Magazine's **most innovative companies**.

Every community has a story to tell — it is our mission to give life to those stories through design. We are the people who create the **authentic places** where communities unite.



Most Innovative Company

Sports | Architecture | Live Events

By *Fast Company*
(2009, 2010, 2013, 2018, 2020, 2022)

Services

- + Architecture
- + Interior Design
- + Landscape Architecture
- + Events
- + Brand Activation
- + Wayfinding
- + Urban Design
- + Product Design

1. KEY PERSONNEL

1.A Team Shared Experience

Identify shared project experience of Proposed team. Provide a grid view of firm and/or individuals' experience on common projects for the following Program Elements:

- + Market Research
- + Master Planning
- + Fair/Fairgrounds or Multi-Purpose Public Assembly Experience

PROPOSED TEAM

Our proposed team is purposefully assembled to provide the optimal combination of local knowledge and relationships and internationally recognized fairground and expo center experience. Our Portland based team of Jeff Yrazabal, Chris Oxley, and Dana Morrow are part of the events community in Oregon and have shaped the experiential and physical landscape of event spaces across the state. They are core partners for Deschutes County Fair & Expo and Deschutes County.

Populous brings unrivaled international experience in the planning and design of multi-use event campus and horse race track projects. We are the trusted planning partner for organizations such as Houston Livestock Show, National Western, Calgary Stampede, Churchill Downs, Pimlico, and scores of regional and county scale venues. We are helping our clients develop benchmark venues and push boldly into new planning and design concepts that are figuratively and literally breaking down walls and barriers between event venues and surrounding communities. We have devoted our careers to perfecting venue concepts with maximum flexibility for 365 event opportunities.

CSL INTERNATIONAL













CSL is the most capable market feasibility analyst in the multi-use event campus industry. They offer a wealth of knowledge, experience, and critical industry relationships in this market that no other feasibility analyst firm can offer.

Their intimate knowledge of the multi-use campus, particularly with equine and livestock revenue drivers is far beyond data gathering as they utilize proprietary analysis methodology and a massive archive of venue data to generate trustworthy recommendations. These capabilities coupled with their ability to translate complex data and analysis to understandable and relatable presentations and discussion have earned CSL the position of trusted advisor to hundreds of multi-use event campus operators and owners large and small.

Each of these skillsets and experiential backgrounds are equally critical to the success of the Deschutes County Fair & Expo and Deschutes County and we are excited and proud to present our team for your consideration.

1 A . T E A M S H A R E D E X P E R I E N C E

The below matrix depicts experience from both Populous and CSL on a number of projects involving Market Research, Master Planning, and Fairground / Multi-Purpose Public Assembly expertise.

PROJECT		PROGRAM ELEMENTS			POPULOUS	CSL
		Market Research	Master Planning	Fair/Fairgrounds or Multi-Purpose		
	Ohio Expo Center & State Fair Master Plan Columbus, OH	+	+	+	+	+
	The Ranch Master Plan & Design Guidelines Loveland, CO	+	+	+	+	+
	CAMPLEX Master Plan Gillette, WY	+	+	+	+	+
	Extraco Events Center Waco, TX	+	+	+	+	+
	Nebraska State Fair at Fonner Park Grand Island, NE	+	+	+	+	+
	Kentucky Expo Center Master Plan Louisville, KY	+	+	+	+	+
	Deschutes County Feasibility Study Redmond, OR			+	+	+
	OKC Fairgrounds Oklahoma City, OK	+	+	+	+	+
	National Western Center Master Plan Denver, CO	+	+	+	+	+
	Montana Expo Park Great Falls, MT	+	+	+	+	+
	Stormont Vail Master Plan Topeka, KS	+	+	+	+	+
	Canadian County Events Center El Reno, OK	+	+	+	+	+

1.B Task Assignments

For each Program Element, clarify the sequence of major tasks, who would perform them, and at what point key involvement by the County would be expected and for what purpose. Also address the following:

- + How will key team members work together to achieve the significant tasks needed for the Project?
- + How will the A/E team manage and coordinate multiple team members to ensure a high level of quality control throughout all phases of the work?

MAJOR TASKS & RESPONSIBILITIES

Task 1. Study Kickoff and Initial Project Planning

Involved Parties: Populous, Chris Oxley, CSL, HHPR

As an initial task in the engagement, the team will work with the County, the DCFE and other key stakeholders to establish the specific project goals and timeframe. An initial planning meeting will take place to collect pertinent project data and to identify the local organizations, officials and others that Populous and other consulting team members will need to meet with at the study's outset. This is a critical first step, and the market analyst team will spend several days in the community conducting local interviews, reviewing existing data and visiting existing visitor industry amenities.

Task 2. Market Research

Involved Parties: CSL & Chris Oxley

The analysis will include a review of the Deschutes County area market data, both current and projected, to assess the area's ability to accommodate added event activity (i.e., economic impact generating

events that have a significant portion of out-of-town attendance). Other areas of focus in the Market Research task will include:

- + Local Market Conditions Analysis
- + Historical Deschutes County Fair & Expo Operations Analysis
- + Competitive and Comparable Facility Analysis
- + Industry Trends Review (Populous will also be involved in this part of the Market Research)
- + Market Outreach, Interviews and Surveys

Task 3. Strategic Recommendations and Utilization Analysis

Involved Parties: CSL, Chris Oxley, Populous

The purpose of this task is to synthesize findings of the previous tasks to analyze and translate market demand and opportunities into a market supportable facility program for DCFE operations and potential new, improved and/or expanded event facilities at the DCFE. This task will also outline appropriate development options (if any), as well as other visitor industry-related infrastructure, policy and/

1. B TASK MANAGEMENT

or marketing initiatives that would be expected to enhance Deschutes County's competitiveness and performance.

Task 4. Stakeholder Input and Planning Workshop

Involved Parties: Populous, CSL, Chris Oxley, HHPR)

In this task, the team will conduct an interactive input and planning workshop with key members of the County, DCFE, stakeholder groups (as appropriate) and other community and facility stakeholders. The general intent is to understand DCFE's physical attributes, through on-site analysis, to determine opportunities and constraints related to existing conditions, examine options for the Master Plan and potential development options and to examine opportunities for future growth and development.

Task 5. Cost Analysis

Involved Parties: CSL & JMB

DCFE will review preliminary findings and estimate and provide questions and feedback to the team.

Task 6. Economic Impact Analysis

Involved Parties: CSL

In this task, the team will estimate the economic and fiscal (tax) impacts associated with new, improved and/or expanded event facilities at the DCFE, emphasizing the incremental impacts in Deschutes County. The operation of multipurpose event facilities typically attracts some level of out-of-town event attendees/exhibitors to the community. The non-local attendees and visitors brought into the community as a result of a new, improved and/or expanded facility represent the basis for added local economic and fiscal impacts.

Task 7. Funding and Implementation Strategy

Involved Parties: CSL

Based on the analyses and findings developed in this task and experience with similar projects, the team will identify and evaluate each of the financing sources that could be available and provide the advantages and disadvantages associated with each. Whenever possible, the range of revenues that might

be generated from each potential funding source will be quantified.

Task 8. Master Plans for Future 460-acre property and Existing 320-acre property

Involved Parties: Populous, Chris Oxley, HHPR
Deschutes County and Deschutes County Fair & Expo will attend a collaborative design and planning session to review alternative concepts and provide input on direction of the Master Plans.

Task 9. Cost Estimate

Involved Parties: JMB, Populous, Chris Oxley and HHPR

Deschutes County and Deschutes County Fair & Expo will participate in a review call to discuss the cost estimate, prioritize phasing of projects and make recommendations for modifications.

Task 10. Final Presentations

Involved Parties: Populous, Chris Oxley, CSL, HHPR

Before the conclusion of the Market Research program element, CSL will lead a presentation of the scope related to the research findings and industry trends. Both Populous and Chris Oxley will attend and provide support related to CSL's strategic recommendations and operational analysis. The final report will be submitted after comments from Deschutes County and Deschutes County Fair & Expo.

A/E TEAM MANAGEMENT & COORDINATION

Populous' fundamental strategy is to establish a core of key individuals and build the project team around that group. The most consistent and highest production comes from an exclusive commitment of architects, technicians, graphic designers, interior designers and landscape architects to a particular project. The project team is the basis of our office organization and we make every effort to assemble a team with a balance of skills and experience for the life of that project.

Key team members listed above are currently involved in projects that are consuming a percentage of their time. However, within the next thirty days, those projects will be completing or winding down allowing them to focus on your project.

1. B TASK MANAGEMENT

From past experience designing more major multi-purpose arena projects than any other architectural company, we know that 100% commitment of key, knowledgeable staff particularly during the building programming and early design phases is required. This also allows us to establish project momentum and continuity of process with the Owner and our consultant team. We are committed to undivided dedication of expertise, experience and leadership.

SIGNIFICANT TASK ACHIEVEMENT

Our planning and design process for nearly every project is organized around a series of intensive workshops. During each workshop, we engage members of the community in dialogue, fact-finding and decision-making. Our goal is to not only receive community input, but to empower community members and leaders by providing them with tools and knowledge to advocate for themselves and their collective community vision.

CSL will lead the early program element of the Market Research program element and engage Populous and Chris Oxley through conference calls. During Market Research site and event visits, as well as presentations, Populous will also attend.

With Populous' comprehensive in-house staff of experts in event, fairground, equestrian and multipurpose assembly facility planners, the Master Planning process will be streamlined more than any other team that has separate architects, planners and fairgrounds experts.

MANAGEMENT AND COORDINATION

With our experience on large, complex projects working with substantially sized teams, we are able to ensure high-quality control throughout all project phases by implementing a standard, comprehensive strategy focused on effective management and coordination, including:

Leadership and Oversight: Our team is led by experienced managers who will provide clear direction, oversight and guidance to ensure that all team members adhere to Populous' quality standard.

Clear Communication: We will establish open and transparent lines of communication to facilitate seamless collaboration among team members. Regular meetings, progress check-ins and feedback sessions will be conducted to address any issues promptly and ensure that everyone is aligned with the project's objectives and timeline.

Training and Development: Continuous training and skill enhancement programs are provided at Populous to equip the team with the necessary knowledge and skills to deliver satisfactory work to our partners.

Quality Review Processes: Rigorous quality review processes will be integrated into each phase of the work to identify and address any potential quality issues proactively.

1.C Continuity

Continuity of key staff on a project of this size and significance is critical to the success of the Project. No key team member may be replaced during this contract without prior written approval from the County.

- + Detail current and projected workload/capacity of key personnel proposed to work on the Project.
- + Detail how your team has accomplished continuity in the past when team members left teams.
- + Describe how your team will provide continuity of key personnel on this Project.

POPULOUS WORKLOAD & CAPACITY

With 500+ staff across the Americas — Populous has a deep well of creative talent to offer. Key staff are hand-picked for each project, based on their specific experience and qualifications, and frequent collaborations with our larger inter-disciplinary group mean innovation is always a part of our process. The Populous team will be led by our Portland office with Jeff Yrazabal leading the process as Principal-In-Charge. Dana Morrow will be the Project Manager and your primary point of contact throughout the full duration of the project. Chris Oxley will support the entire project team with strategic planning. Bill Bourne and Todd Gralla bring project specific expertise. This core team will be supported by the entire design, architectural, and subconsultant team.

The decision by Populous to pursue this project is wholly based on our current workload and ability to provide Deschutes County Fair & Expo and Deschutes County with our undivided attention and most qualified team. We are committing experienced staff to lead your event overlay from beginning to

end. We have several current projects which have their own dedicated teams, including the Super Bowl, Warrior Games, the Final Four and NHL. We run our projects through a combination of dedicated teams (as proposed here) and with resources who can be moved between projects to support project requirements, schedule and deliverables. Our project team is energized and ready to work with you upon notification. Populous has a long history of delivering projects successfully, on time and on budget, and we would be honored to do so with the Deschutes team.

PROPOSED PROJECT TEAM WORKLOAD

Jeff Yrazabal – 10% capacity available through December 2024, then 25% capacity available in 2025

Dana Morrow – 75% capacity available through December 2024, then 100% available in 2025

Todd Gralla – 10% capacity available through December 2024, then 25% capacity available in 2025

Bill Bourne – 25% capacity available through



THE RANCH MASTER PLANNING & ARENA, LOVELAND, CO

1. C CONTINUITY

December 2024, then 50% capacity available January through March 2025 and 75% available April through December 2025

CONTINUITY ON YOUR PROJECT

Successful projects result from strong team leadership and established management. The project has different program elements, each with its own timeline and requiring unique expertise depending on the task. While key personnel on our projects are assigned and engaged from the first day through the final deliverable, the level of involvement is determined by the tasks and deliverables required as defined by the schedule. Early stages of the project will require more involvement from the Market Research personnel, but the Strategic Master Planning personnel will still be participating in meetings, reviewing market research updates and attending presentations. As the market research concludes, the key personnel allocated to that program deliverable element will have less involvement, but still participate in meetings and evaluate the Strategic

Recommendations. The Strategic Master Planning personnel will then ramp up their dedication to the project.

Our offices utilize software packages including Revit BIM 360, Microsoft Teams, Bluebeam Studio® and Zoom as our telecommunications and information sharing protocols. All applications support a process with clear communication and accountability with the capability to share information quickly and efficiently through web-based applications. These platforms act as common share sites and design dialogue tools where access to the full project team can be provided and information can be immediately exchanged, and, more importantly, managed and tracked. They provide a resource that allows us to maintain an open and transparent dialogue with the entire project team, internally and externally, with our partners and our clients.



THE RIDGES SPORTSPLEX & EXPO

1.D Organization Chart

Provide an organization chart of your proposed team for the Projects including names and roles of key staff. If Proposer intends to deploy multiple teams based on three Program Elements, prove unique organization chart for each team. For teams that are comprised of more than one architecture firm, identify roles and responsibilities of key team members based on its written teaming agreement.

*Blue circle indicates Populous employee



2. RELEVANT FIRM EXPERIENCE AND PROJECT TEAM

2.A Regional Knowledge and Experience

If firms are proposing jointly, indicate which firm is the Project Lead and which firm was responsible for the listed projects.

- + Describe the team's experience with the Central Oregon climate.
- + Describe the team's knowledge of and/or experience with applicable permitting agencies.
- + Describe the team's proximity to project locale; describe how proximity will benefit the Project.
- + Describe whether the team has a local office and/or whether it will partner with a local firm.
- + For all members of the A/E Team not based in the central Oregon area, define their roles, from where they must travel, and how many trips are anticipated to perform their responsibilities and significant tasks for the Project.

REVENUE & OPERATIONAL STRATEGIST / PUBLIC AFFAIRS ADVISOR - CHRIS OXLEY

Chris recently departed the Portland Trail Blazer organization after 25-years to start his own strategic advisory firm focused on venue development, operating strategies and complex problem solving.

In his final years with the team, Chris was responsible for developing and managing long-term business/arena strategy including major renovation planning, project funding, government affairs & real estate development.

Additionally, he served as embedded leader and advisor inside Paul Allen's Vulcan, Inc. overseeing significant consumer experience businesses/brands across the organizational portfolio.

Chris has a long history in the public assembly venue industry and provided overall management, promotion, and operation of multiple facilities. Duties included sustainable operations, booking, marketing, finance, human resources, food and beverage, ticketing, promotion, security, production, maintenance, parking and operations.

CENTRAL OREGON CLIMATE

With our local team, we are well versed in the unique climate of Central Oregon. With a keen understanding of the region's semi-arid climate, characterized by hot, dry summers and cold, snowy winters, our team has successfully executed projects that have seamlessly integrated sustainable design principles with the environmental demands of the area. Our team's expertise includes extensive research and analysis of the local climate patterns, microclimates, and their impact on the built environment. Leveraging this knowledge, we have implemented innovative solutions such as passive solar design, and energy-efficient building techniques to ensure that developments are not only resilient to the climate but also minimize their environmental footprint.

HHPR is our team's civil engineer consultant who brings decades of experience working in Central Oregon in the high desert. From the Civil design perspective, the Central Oregon climate drives stormwater design differently than design in the Willamette Valley. Central Oregon soils infiltrate very well; stormwater regulations can usually be addressed through the implementation of swales and drywells.

2.A REGIONAL KNOWLEDGE AND EXPERIENCE

As a result, stormwater facilities generally have smaller footprints on projects in Central Oregon than they do in the rainy Willamette Valley.

PERMITTING AGENCIES

Being close to the Deschutes Fairgrounds enables us to leverage our established local knowledge and networks. This familiarity with the area, including zoning regulations, community dynamics, and environmental considerations, equips us to navigate the intricacies of the project with ease and proficiency.

The HHPR team routinely secures land use and development permits in both the City of Redmond and Deschutes County. HHPR handles coordination with the Federal Aviation Administration (FAA) to ensure building heights are within acceptable parameters relative to flight paths. HHPR also handles permitting of new drywells through the Oregon Department of Environmental Quality (DEQ).

PROXIMITY AND KNOWLEDGE OF THE PROJECT

Our team is strategically located in Portland, Oregon, providing us with an advantageous position in relation to the Deschutes County Fairgrounds. With our office in Portland, this allows for seamless site visits, project meetings, and close collaboration with local stakeholders. We can be readily available for on-site inspections, consultations, and rapid response to any project-related needs. This accessibility underscores our commitment to offering personalized attention and support throughout all stages of the project while fostering a strong relationship with the local community.

POPULOUS LOCAL OFFICE

Populous' Portland, Oregon, office has quickly become an established arm of our growing firm. Filled with talent both seasoned and green, the office thrives on its ability to create diverse perspectives through innovative collaboration sessions. The connection between colleagues here is unique, strengthened by their commitment to creating an authentically Pacific Northwestern iteration of Populous' global presence. Our company values — entrepreneurial creativity, excellence, integrity and enjoyment — have found solid footing among

our Portland team, who practice them both in and out of the office. Even in its relatively short period of operation, this team has already established a portfolio of iconic work in the state that perfectly represents the ethos, talent and grit that sets Populous apart.

NON-LOCAL TEAM MEMBERS

Todd Gralla is the Director of Equine Services at Populous and is globally recognized as a leading expert in equestrian design. Todd oversees all planning and design services for equestrian venues for Populous. He is an active equestrian and engaged in industry associations such as the American Horse Council, the U.S. Equestrian Federation and the League of Agriculture and Equine Centers, with recent speaking engagements at the Pan American Racing Conference, Asian Racing Conference and others. Todd will inform the market research with best practices and trends in the equestrian industry, evaluate equestrian event operations, review the market analysis recommendations related to ... Todd is based out of Populous' Norman, Oklahoma office, but is frequently in the firm's Denver and West Coast offices. It is anticipated that Todd will make one trip.

Bill Bourne is an expert in Fairgrounds and Multi-Purpose Venues, leading collaborative teams across Populous' offices around the globe. He is a member of the International Association of Fairs & Expos and on the Strategic Planning for Fair Operations Committee. He will be collaborating closely with the Market Analysis team, providing event analysis, programming and leading the design and planning concepts. Bill is located in Kansas City, and it is anticipated that he will make six trips.

SUSTAINABILITY AT POPULOUS

At Populous, we believe that high-performance buildings go beyond environmental considerations. They must address the places, people and experiences that together form the foundation for a venue to be embraced and cherished by their communities. The combination of design, construction and community understanding highlights opportunities unique to each project. Athlete wellness, user experience, community engagement, operational efficiencies, life cycle costs,

2.B Experience

Describe team's experience in providing services of at least three (3) market research plans, three (3) Strategic Master Plan submissions similar in size and type to the Deschutes County Project within the last five (5) years. When citing specific example projects, clarify the following:

- + Name, location, client entity and year of completion of the project.
- + Define the roles and responsibilities of each member of your team on each project.

MULTI-USE EVENT CAMPUS MASTER PLANNING EXPERIENCE

We have defined the standards for multi-purpose event campuses for 30 years. We design and plan multi-use event campuses and venues to provide a maximum number of diverse event opportunities in a single location with flexibility to hold multiple concurrent events.

A typical multi-use event venue will combine an event arena, exposition hall and/or a convention space, and divisible meeting or banquet spaces in an interconnected facility. Often there will be ancillary spaces to this core structure such as livestock barns, outdoor or covered arenas and event lawns. Often these venues are required to host occasional events with capacity requirements far exceeding the practical extent of the permanent facility space required for average day to day functions. The Populous design team excels at designing and planning venues to accommodate temporary (or overlay) expansions for large events.

One example is the Tony Nelsson Event Center in Scottsdale, Arizona. The 250,000 SF arena and exposition facility is designed to accommodate temporary overlay for the annual Barrett Jackson Auto Auction which requires more than one million square feet of exhibit space via tented overlay with direct interior connection to the permanent facility. In less than one month, the entire facility must be transformed to host the largest Arabian horse show in the world. The Populous designed venue is able to accommodate these massive events while providing Tony Nelsson Equestrian Center with a permanent facility that is right-sized and sustainable for their community throughout the rest of the year

FAIRGROUNDS MASTER PLANNING EXPERTISE

Fairgrounds have historically served as the social,

cultural and entertainment heart of the unique communities they serve. Our Populous team believes they should continue to serve this function and our design and planning approach is sensitive to maintaining and enhancing this tradition. We also recognize the buildings and outdoor venues on your fairgrounds campus are intended to sell and therefore we approach fairgrounds design from the viewpoint that our work should enable your business. We are proud to have served and partnered with over 250 fairgrounds venues across North America to plan and design their campuses and facilities.

Our depth of experience and exclusive focus on fairgrounds planning and design enable us to set benchmarks for the industry as thought leaders and innovators. We strive to innovate new opportunities to improve efficiency of operations and turnover within the facilities and throughout the grounds of every venue we plan. Populous designs multi-purpose facilities for maximum flexibility of use and helps determine the right level of facility scope and quality to create maximum value from the tight budget of a modern fairground.

The Populous Fairgrounds team understands the diversity and economic impact of events, services, and entertainment opportunities offered by fairgrounds venues. We understand the challenges associated with operating and balancing over 200 event days throughout the year and we know each of those events brings a diverse array of facility needs and stakeholder expectations.

We also understand the economic impact of your fairgrounds to your local and regional community and the importance of educating the public and political leadership of the fact that your facility is a valuable source of community revenue and offers a very significant community resource extending far beyond the annual fair event

2. B EXPERIENCE

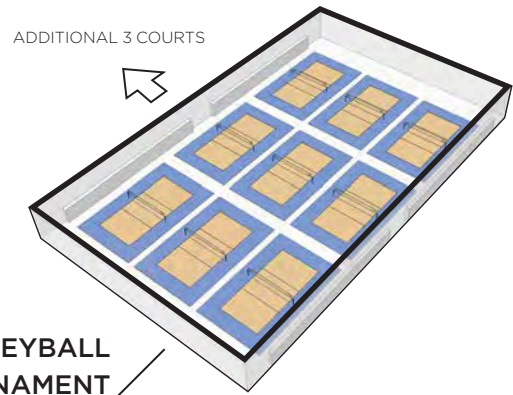
Multi-Flex Venues

Providing different spaces for various occasions is the heart of an event center's purpose. The building and campus must drive revenue, as well as promote community engagement and togetherness. Our collaborative process challenges clients to think beyond their current users and events to discover the full potential of their facilities.

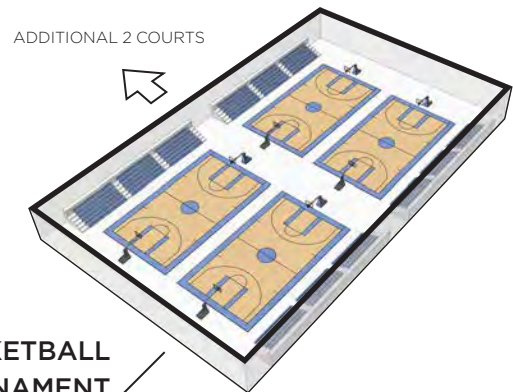
Through our industry expertise, we understand the needs of each type of event, but also how to integrate flexibility and adaptability so your venue can accommodate experiences and clients that don't exist yet. We also understand the logistical and operational challenges to deliver a design you can easily use. While a new building creates a fresh start, there's also amazing opportunity to repurpose or refresh existing assets. Making use of underutilized spaces also maintains the unique character of the venue.

The more and different types of events you can do in one space, means less space to spend money on maintenance and capital improvements, and more money in the customer experience. The combination of market studies, facility assessments and innovative design allows us to curate the best and most cost effective solutions to each venue. Versatility is the centerpiece of all multi-use event centers, and must encompass all of the functional needs for the community where it lives.

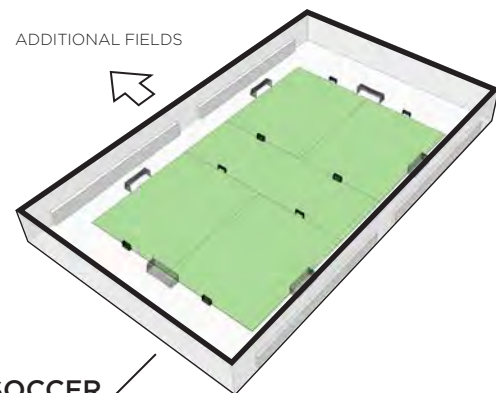
YOUTH SPORTS



VOLLEYBALL TOURNAMENT



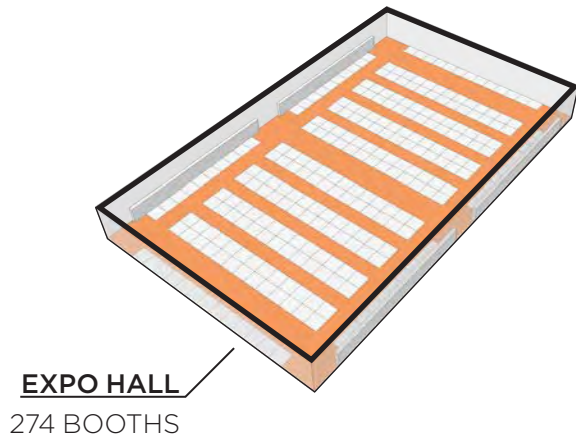
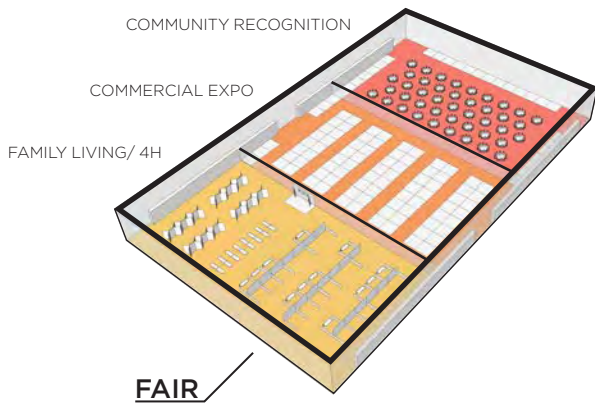
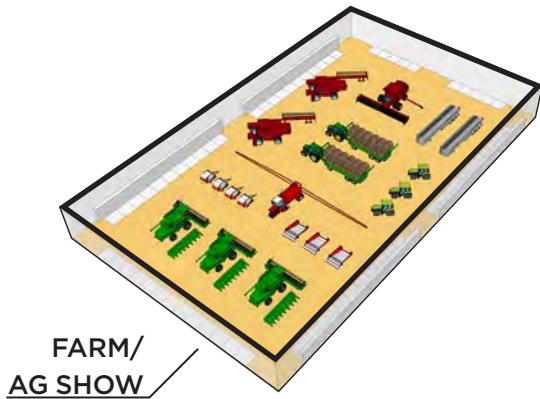
BASKETBALL TOURNAMENT



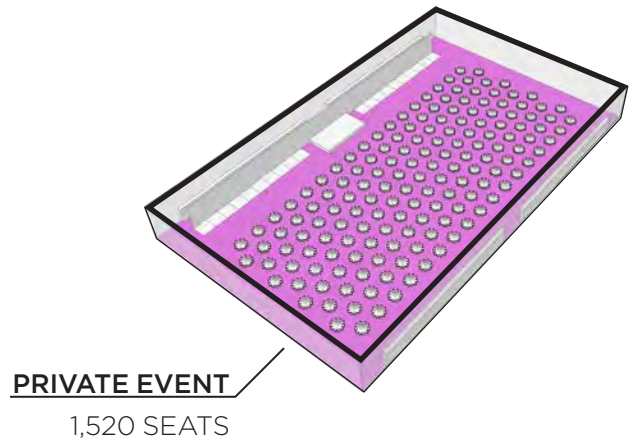
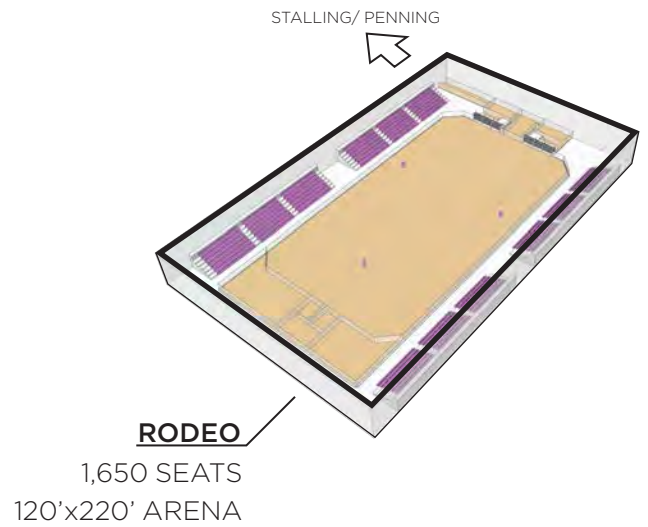
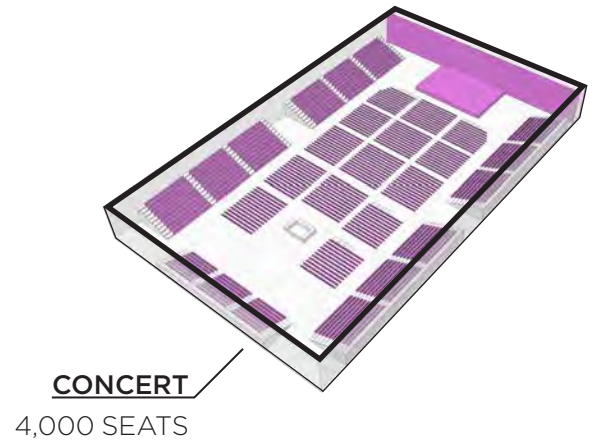
SOCCER

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- 2x 7v7 U9-U10
- 4x 4v4 U6-U8

FLEXIBLE LAYOUTS



ENTERTAINMENT



2.B EXPERIENCE

COLUMBUS, OHIO, USA

Ohio Expo Center & State Fair Master Plan

PROJECT DETAILS

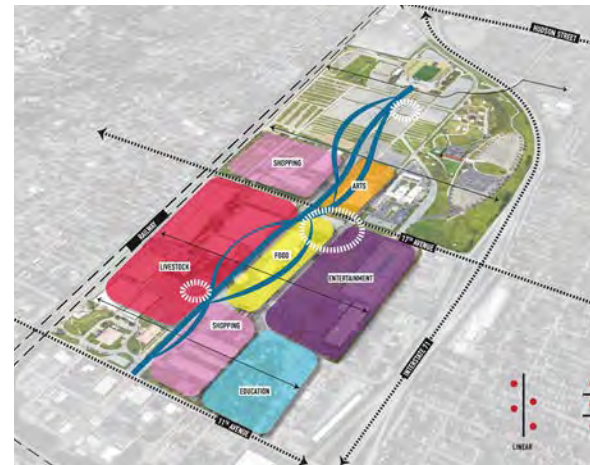
- + Services: Market Research & Strategic Master Plan
- + Client: Ohio Facilities Construction Commission and the Ohio Expo Center & State Fair
- + Master Plan Completed: 2022
- + Full Build-Out Completion: 2026

PROJECT DESCRIPTION

The Ohio State Fair & Expo Center Masterplan is a long-range vision that establishes a framework for making the Ohio State Fair the best State Fair in the nation. This plan will optimize the entire site to best serve Ohioans both for the Ohio State Fair and all year round. The recommended new site design solves site circulation issues by organizing the framework along a figurative “river” theme, strengthening the north/south axis. It provides clear wayfinding that expands, contracts, and bends as needed to integrate existing and new site elements along its path. Signature new projects include both interior and exterior multi-purpose event venues, a museum, food halls, infrastructure improvements and new main entry gateway.

TEAM ROLES AND RESPONSIBILITIES

Fairground, Equestrian and Multi-purpose Expo expert. Masterplan, programming and design. Conducted experience audits for campus-wide events such as the Ohio State Fair, Quarter Horse Congress and Good Guys Car show. Site wayfinding strategy. Stakeholder and community engagement. National benchmarking, industry trends, space utilization study, and market research. Explored clean slate master plan for the entire 360 acres, and then one that was just for the Fairground zone proper.



2. B EXPERIENCE

LOVELAND, COLORADO, USA

The Ranch Events Complex

PROJECT DETAILS

- + Services: Market Research & Strategic Master Plan
- + Larimer County
- + Master Plan Completed: 2023
- + Full Build-Out Expected Completion: 2027

PROJECT DESCRIPTION

The Project will transform the existing Fairgrounds and Expo Center to be one of the largest projects in Northern Colorado's history and will produce enormous economic benefit for Larimer County and the entire region. The project will bring a vast new level of activities and is designed as a destination in service of the community and the region. The Ranch will be expanded into a year-round family, cultural, sports, and music and entertainment site for all to share. Our designs capture the spirit of The Ranch while delivering a unique experience, unmatched service, elevated hospitality, experiential food and beverage, substantial meeting and event capabilities, and street-level and plaza activation and gatherings.

TEAM ROLES AND RESPONSIBILITIES

The work to date has involved research, analysis and collaborative design to identify specific improvement and development options at The Ranch that provide the greatest return-on-investment for the community. A Strategic Implementation Plan was created to ensure that all recommended enhancements come to fruition. The master plan included alternative scenario analysis. The design team developed design standards for the campus, and is involved in the public private partnership implementation.



2. B EXPERIENCE

LOUISVILLE, KENTUCKY, USA

Kentucky Expo Center

PROJECT DETAILS

- + Services: Market Research & Strategic Master Plan
- + Client: Kentucky State Fair Board
- + Master Plan Completed: 2023

PROJECT DESCRIPTION

Currently, the Kentucky Fair and Exposition Center accommodates such prestigious equine events as the Kentucky State Fair Quarter Horse Show, Kentucky State Fair Morgan Horse Show, U.S. National Arabian and Half-Arabian Championship Horse Show, the Annual U of L Ranch Horse Classic and the World's Championship Horse Show.

Various master plans prepared by Populous have recommended the expansion of the equine facility as well as major renovations and the addition of a multipurpose exhibit space. The planned projects would result in a net increase of 377,900 gross square feet of space, including 118,100 gross square feet of sellable event space, 72,000 gross square feet of pre-function space and 187,800 gross square feet of food service, back-of-house and support space.

TEAM ROLES AND RESPONSIBILITIES

Populous in collaboration with CSL lead the Market Research and Master Planning for the Kentucky Expo Center.





CALGARY, ALBERTA, CANADA

The Ridges

PROJECT DETAILS

- + Client: Mercer County Economic Development Authority
- + Completed: 2023

PROJECT DESCRIPTION

The Master Plan of the Ridges Sportsplex and Expo Center calls for multi-sport championship and entertainment destination, and boasts over 255 acres of state-of-the-art indoor and outdoor recreational event space. The Ridges will be the ultimate travel destination in the southeast region of West Virginia, and feature hospitality and shopping amenities to accompany the sports and entertainment venues.



CARY, NORTH CAROLINA, USA

The Center

PROJECT DETAILS

- + Client: The Town of Cary
- + Completed: In Progress

PROJECT DESCRIPTION

The Center is a new \$190M full service community recreation and sports center for the town of Cary, North Carolina. The facility will transform the recreation opportunities in the community and will serve the regional and national sport community with world class training and tournament facility. The recreation and sports center will have multiple gymnasium courts, multiple group exercise rooms, a running track, esports and technology lounge, multi-purpose community and expo spaces, full service kitchen, gymnastics, social lounges, fuel bar, full fitness area with cardio, weights, circuit training, functional fitness, and a large outdoor fitness balcony. The design is open and inviting that promotes an energetic community and cross promotes programs



IRVINE, CALIFORNIA, USA

Irvine Amphitheatre

PROJECT DETAILS

+ Client: City of Irvine

+ Completed: 2027

PROJECT DESCRIPTION

Envisioned as one of the United States’ signature urban parks, the 1,200-acre Orange County Great Park is grounded in the California landscape, inspired by Central Park traditions, and heightens the role of the urban park in the community and social fabric. It serves multiple uses, incorporating a major regional sports park as well as a cultural terrace of re-purposed military hangars adapted into a museum mall and interactive discovery exhibit. The park establishes a premier 130-acre botanical garden and research library that rivals any other in California, and celebrates the spirit of music with a new 10,000-seat amphitheater.



CALGARY, ALBERTA, CANADA

BMO Center

PROJECT DETAILS

+ Client: Calgary Municipal Land Corporation

+ Completed: 2024

PROJECT DESCRIPTION

As design lead for the expanded BMO Convention Centre in Calgary, Populous has worked closely with local architectural partners Stantec and S2, creating an iconic convention solution for the Calgary Stampede. Challenged to incorporate project themes such as ‘Spirit of the West’, ‘Stampede 365’ and ‘Own the Winter’, the Populous solution doubles the size of the existing facility while integrating seamlessly into the new Culture and Entertainment District at Stampede Park.

2.C Sub-Consultant List

List the following proposed Sub-consultant firms (if applicable):

- + Civil Engineering.
- + Structural Engineering.
- + Mechanical Engineering.
- + Electrical Engineering.
- + Third-Party Estimating.
- + Landscape Architecture.

POPULOUS PROPOSED SUB-CONSULTANTS

Populous plans to work with the following subconsultant firms through each program element as applicable.

CSL: Market Research Consultant

HHPR: Civil Engineering, Structural Engineering, Landscape Architecture, Environmental, Survey

JMB Consulting Group, LLC.: Third-Party Estimating

2.D Sub-Consultant Experience*

Provide the following for above-listed Sub-consultant firms:

- + Sub-consultant firm name, address, phone number, website.
- + Contact person information including email address.
- + A list of the Sub-consultant's personnel by discipline who will be available to provide the capacity and capability to perform the required services for the Project.
- + A list of the Sub-consultant's relevant project experience limited to no more than three (3) similar projects in size and complexity.

Please find information related to 2.D Sub-Consultant Experience in the appendix.

3. Project Goals and Recommendations

**What does your team consider the most critical goal for overall success of these Projects?
What recommendations do you have for the County for these Projects to be successful?
What one thing makes your team the best for delivery of the Project?**

CRITICAL GOALS

Great ideas come from multiple perspectives. Our design process is team oriented, and we will encourage participation and collaboration throughout the project. A collaborative process that integrates design flexibility, creative thinking and an understanding of the client's and stakeholders' goals are critical to the ultimate operational success of this unique project. To facilitate an effective programming and planning process we will:

- + Review the functional requirements of the project.
- + Review existing utility infrastructure, land use and traffic patterns.
- + Review all existing programming and planning information if available.
- + Establish planning guidelines and priorities.
- + Benchmark the proposed facility with other similar facilities we have planned.
- + Identify financially feasible and realistic preliminary planning options/solutions.

This understanding will be critical to a successful fit of the proposed programmatic requirements with

the site and existing facilities. It will also provide valuable information needed to develop the optimum concept and sequence for phased implementation as required. This is especially important for a project that should remain in continuous operation during implementation of the proposed improvements.

Finally, the programming and planning documents will serve as the cornerstone for the design, construction and operations efforts that follow.

RECOMMENDATIONS FOR YOUR PROJECT

The more diverse types of events you can do in one space means less money spent on maintenance and capital improvements and more money invested in the customer experience. The combination of market studies, facility assessments and innovative design allows us to curate the best and most cost-effective solutions for each venue. Versatility is the centerpiece of all multiuse event centers, allowing them to encompass all the functional needs of their surrounding communities.

The existing venues need enhancements that provide

3. PROJECT GOALS AND RECOMMENDATIONS

better scalability of the event spaces for the wide variety of user groups, as well as the addition of meeting rooms and break-out spaces. Diversify seating, food and beverage and hospitality offerings in the arena.

Central Oregon is already strong market for music events and festivals. Newly planned venues and infrastructure investments could make the Deschutes County Fair & Expo site an even more compelling destination for local and national promoters.

Oregon needs to remain competitive for destination-based youth and amateur sports facilities. Central Oregon has a history of supporting these events, but additional venues serving youth sports and team play could be a differentiator for the state.

As communities grow as a sports destinations, new competition facilities could allow Deschutes County to compete for national and international competitions. New and existing infrastructure investments that support exceptional experiences for local, regional and national athletes would create compelling new revenue streams.

THE POPULOUS PROJECT TEAM

Populous brings unrivaled international experience in the planning and design of multi-use event campus and year-round activation. We are the trusted planning partner for organizations such as Houston Livestock Show, National Western, Calgary Stampede, Churchill Downs, the International Olympic Committee and scores of regional- and county-scale venues. We are helping our clients develop benchmark venues and push boldly into new planning and design concepts that are figuratively and literally breaking down walls and barriers between event venues and surrounding communities. We have devoted our careers to perfecting venue concepts with maximum flexibility for 365-days-a-year event opportunities.

Additionally, our Oregon-based team truly understands the events landscape, sports industry, music scene and all of the stakeholders invested in this dynamic event and tourism industry. Our relationships and experience are strong throughout

the state, allowing our team the resources necessary to produce an actionable vision for the current facilities as well as any future development.

4. Project Approach

Proposer's team will have full responsibility for the tasks and deliverables listed in the Statements of Work and shall treat the deliverables and associated tasks as guidelines for work requirements, utilizing collaboration tools and "Best Practices" as the methodology for project controls, and project delivery.

- + Provide a Project approach to include a detailed narrative of services, duties, and responsibilities described below by providing a narrative, schedule, or other graphic tools to describe your team's approach to performing the A/E responsibilities anticipated for this Project.

We will work collaboratively with the County and key stakeholders to develop a consensus-driven vision for the Fair & Expo center.

The first step will be to conduct an on-site meeting with the appropriate stakeholders from Deschutes County to confirm the study scope and objectives; discuss key issues associated with the project; understand the County's long-term objectives for the Fair & Expo Center; obtain and review available operating data (e.g., major third-party contracts, financial statements) and other information related to the project including any previous studies; review the public engagement plan; and tour the facilities.

Local Market Conditions Analysis

We will define and evaluate the local market characteristics of the Deschutes County area as well as the existing visitor industry infrastructure (i.e., event facilities, sleeping rooms, restaurants, entertainment offerings, attractions, transportation and connectors, etc.). The primary components of a successful facility destination/event package will be evaluated in order to assess the area's ability to support new, improved and/or expanded event activity at the DCFE.

The results of this task will be combined with the data prepared throughout the study to assess Deschutes County's competitive position within the regional and national marketplace and its ability to accommodate additional event demand. By understanding the type of business currently accommodated within the community, recommendations can focus on facility development that could add to the overall level of events, attendees and economic impact.

Historical DCFE Operations Analysis

We will review the existing physical product offerings and conduct an in-depth analysis of the overall operational characteristics of the DCFE. This analysis will help form the basis for evaluation of future incremental demand that new, improved and/or expanded event space at DCFE could accommodate. The results of this task will assess the capacity, performance and limitations of the DCFE and, importantly, benchmark data for subsequent study tasks and phases.

Competitive and Comparable Facility Analysis

We will evaluate the market positioning and demand for new, improved and/or expanded event space at

4. PROJECT APPROACH

the DCFE to gain an understanding of the competitive and comparable facility environment. Within this task, the team will assemble and review the operational and physical characteristics of existing and planned facilities throughout the competitive regional and statewide marketplace. Inventories will be developed of facilities/complexes to determine the level of competition within the marketplace and identify areas of potential need. Existing and planned local and regional competitive facilities will be analyzed to assess the relation, interaction and impact, if any, they may have on the demand for new, improved and/or expanded DCFE facilities. This analysis will assist in providing data as to how new, improved and/or expanded DCFE event space could compete within the greater regional marketplace, as well as later assisting in the evaluation of the associated financial operations, pricing structure and staffing levels.

The Industry Trends Review

We will study how the equestrian, livestock arena, exposition, conference, sport/recreation, event, entertainment, hospitality and visitor industries have undergone significant change over the past few decades. Issues impacting these industries, including changing demand for event space, technological amenities, hotel availability, service levels and other such characteristics, have been joined by recent, and sometimes dramatic, fluctuations in event activity due to nationwide economic conditions and travel costs. In addition, event center and arena product supply growth has impacted demand levels in markets throughout the country. As part of this task, the team will provide an overview of equestrian, livestock, flat floor, concert, promoted show and other multipurpose facility event trends in the local, regional and national marketplace.

Market Outreach, Interviews and Surveys

We will focus on developing primary industry market research specific to the DCFE and the Deschutes County community. In-person interviews, telephone/video conferences and/or other focus group interviews with key local individuals, user groups and business leaders will be conducted near the outset of the study to gain insight into the local community's attitude toward development and operations of new, improved and/or expanded DCFE event space.

Strategic Recommendations and Utilization Analysis

will synthesize findings of the previous tasks to analyze and translate market demand and opportunities into a market supportable facility program for DCFE operations and potential new, improved and/or expanded event facilities at the DCFE. This task will also outline appropriate development options (if any), as well as other visitor industry-related infrastructure, policy and/or marketing initiatives that would be expected to enhance Deschutes County's competitiveness and performance.

Cost Analysis and Cost Estimates

will evaluate key potential cost aspects related to new, improved and/or expanded event facilities at the DCFE. First, based on the results of the market demand, event/use levels and market supportable building program, the team will develop an order-of-magnitude cost estimate for new, improved and/or expanded event facilities at the DCFE under each of the identified development scenarios. These estimates will focus on per-unit data, adjusted for conditions in the greater Deschutes County region and cost data of comparable new, expanded and/or renovated multiuse event centers throughout the country, modified for time and location.

Economic Impact Analysis

We will estimate the economic and fiscal (tax) impacts associated with new, improved and/or expanded event facilities at the DCFE, emphasizing the incremental impacts in Deschutes County. The operation of multipurpose event facilities typically attracts some level of out-of-town event attendees/exhibitors to the community. The non-local attendees and visitors brought into the community as a result of a new, improved and/or expanded facility represent the basis for added local economic and fiscal impacts. As part of this analysis, estimates of total incremental visitors to the Deschutes County area generated as a result of new visitor-oriented facility and investment strategies will be developed.

Funding and Implementation Strategy

We will identify and evaluate each of the financing sources that could be available and provide the advantages and disadvantages associated with each.

Whenever possible, the range of revenues that might be generated from each potential funding source will be quantified. Potential funding sources may include public sector or private sector participation. Within this task, the team will review each of the financing sources that are available and provide the advantages and disadvantages associated with each.

The Strategic Master Plan for the 460-acre property and Existing 320-acre property

This will lean heavily on Populous involvement for programming, planning workshops, design development as well as the deliverables including site plan, floor plan diagrams and renderings. Both Populous and Chris Oxley will lead the visioning process to dream big for the possibilities of the 460-acre property plan and find efficiencies for proposed improvements on both sites to minimize operating costs, while maximizing and diversifying revenue generating program. HHPR would provide guidance related to Civil, Site Development, Landscape Architecture and Environmental Analysis to align the recommendations with best site locations to minimize development costs. The Master Plan will be informed by CSL's market research, and the design team's survey, site analysis and industry knowledge.

Prepare site development phasing and costs, including facilities and infrastructure cost for both public and private sector investment.

Based on the CSL analysis, facility assessment, master plan and existing documentation we will assemble a phased implementation plan. This will include phasing scenarios and order of magnitude costs for facility improvements and/or expansion, on-site and off-site development and infrastructure. The implementation plan will also include recommended private sector land improvements and associated order of magnitude costs.

Prepare final document, executive summary and implementation matrix.

Upon approval of the master plan, implementation plan and economic impact analysis, we will combine all project documentation into a final comprehensive document which will include the following:

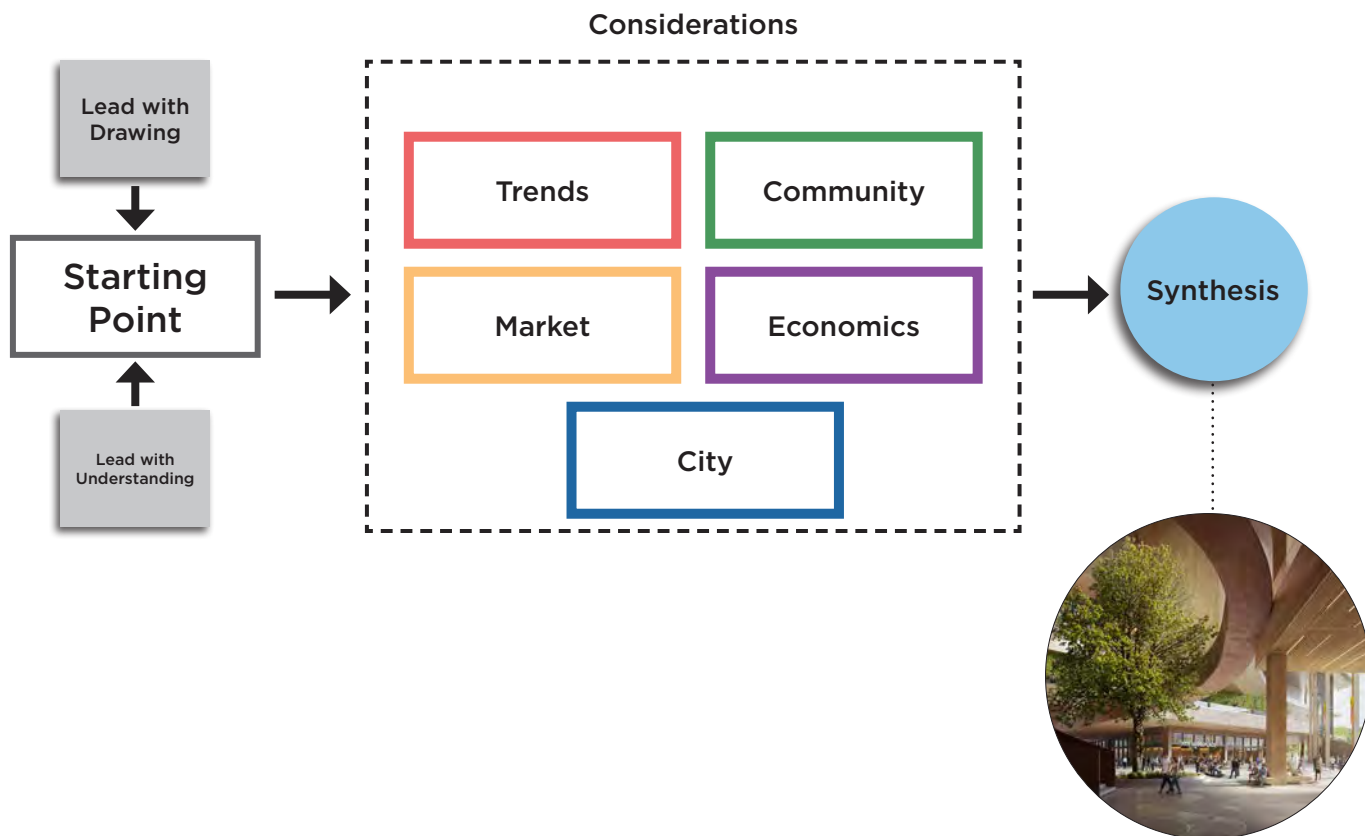
- + Executive summary.
- + Current and future users and facility capacity.
- + Public input and engagement process summary.
- + Development Program and Framework Plan — for both 460-acre property and 320-acre property.
- + New land use plan — for both 460-acre property and 320-acre property.
- + Recommended infrastructure and facility improvements.
- + Private sector investment and development.
- + Illustrative master plans, renderings and narratives.
- + Implementation plan including development phasing and order of magnitude costs.
- + Economic impact analysis.
- + Implementation matrix.

A “Vision-First” Process

Populous has successfully applied the Vision-First process to create designs unique and transformative to their communities. By understanding how the distinctive characteristics of a city’s community, economic and market factors and industry trends, Populous can foster an innovate design that best represents a communities and support the needs of its community, meeting organizers and visitors.

THE POPULOUS “VISION-FIRST” PROCESS

Leading with drawing and with understanding, the Populous “Vision First” process takes into consideration all the unique factors of a city to create a bespoke design that best serves the city and its community.



THE VISIONARY DESIGN

Spending time to gather and synthesize community considerations leads to a visionary design.

5. Schedule Management

How does your team propose to complete the three Program Elements based on the proposed schedules? Does your team anticipate any difficulties in meeting or beating this schedule, and how would you propose to overcome them?

APPROACH TO THREE PROGRAM ELEMENTS

We are prepared to commence this engagement upon receipt of notice to proceed. The planning and design will have started in earnest at the initial kickoff workshop but will need to be refined to fit the recommendations from the market research report and respond to potential projects and strategies identified to address potential growth areas, revenue enhancement opportunities and strategies for operational improvement.

Please find our proposed project schedule on page 31.

SCHEDULE CHALLENGES / DIFFICULTIES

The timelines proposed in the RFP are generous and allow time for the Market Analysis to be evaluated by the Owner and to test various scenarios before moving into design and planning. As such, the team does not anticipate any difficulties in meeting or beating this schedule.

With the delivery of dozens of public projects across our team, we understand how crucial schedule management is over the life of a project. At the

earliest stage possible, our team establishes lines of communication with owner team's project managers, so that we can understand the necessary submittals, approvals and review times required by the local jurisdiction. Not only does this establish expectations on each side but builds a rapport of trust and a shared goal for a successful on-time project.

APPROACH TO SCHEDULE MANAGEMENT

The Populous team has a successful track record of adhering to project budget and schedule parameters.

The Populous team has a successful track record delivering complex stadium projects of this magnitude. The major factors that create this successful track record of delivery success include:

- + Firm experience with the building type
- + Key design team member experience assembled for your project
- + Familiarity with each other
- + Collaboration and teamwork mentality
- + Technical expertise and depth of resources
- + Credibility of previous project success

5. SCHEDULE MANAGEMENT

Successfully meeting and delivering any project schedule is foremost a function of having highly skilled and experienced individuals placed into key roles on a project. The Populous team assembled for your project includes individuals at all levels of design, production and management who were key leaders in the successful delivery of many Master Plans and Multi-Purpose Public Assembly projects. Successfully meeting schedules also requires having key team members fully dedicated to your project.

Our team will be available, dedicated to your project and have worked together on similar projects before. The internal resources our firm offers our staff a wealth of knowledge developed over 40 years. Our collective expertise will be crucial in meeting project challenges head on. Our philosophy in minimizing schedule and budget issues is based upon executing a proven process, assembling an experienced team, and each team member taking responsibility.

Our philosophy in minimizing schedule and budget issues include:

PROCESS.

Utilize proven methodologies to conduct our business efficiently and accurately.

- + Budget, program and quality alignment incrementally throughout the project.
- + Being sensitive to design and constructability issues.
- + Designing to simplify construction and enable efficient sequencing.
- + Anticipating issues before problems arise

TEAM.

Great projects have great teams.

- + Develop good relationships with all team members based on mutual trust and respect.
- + Great communication and coordination between all parties focused on solving problems.
- + Helping everyone succeed to create successful outcomes

RESPONSIBILITY.

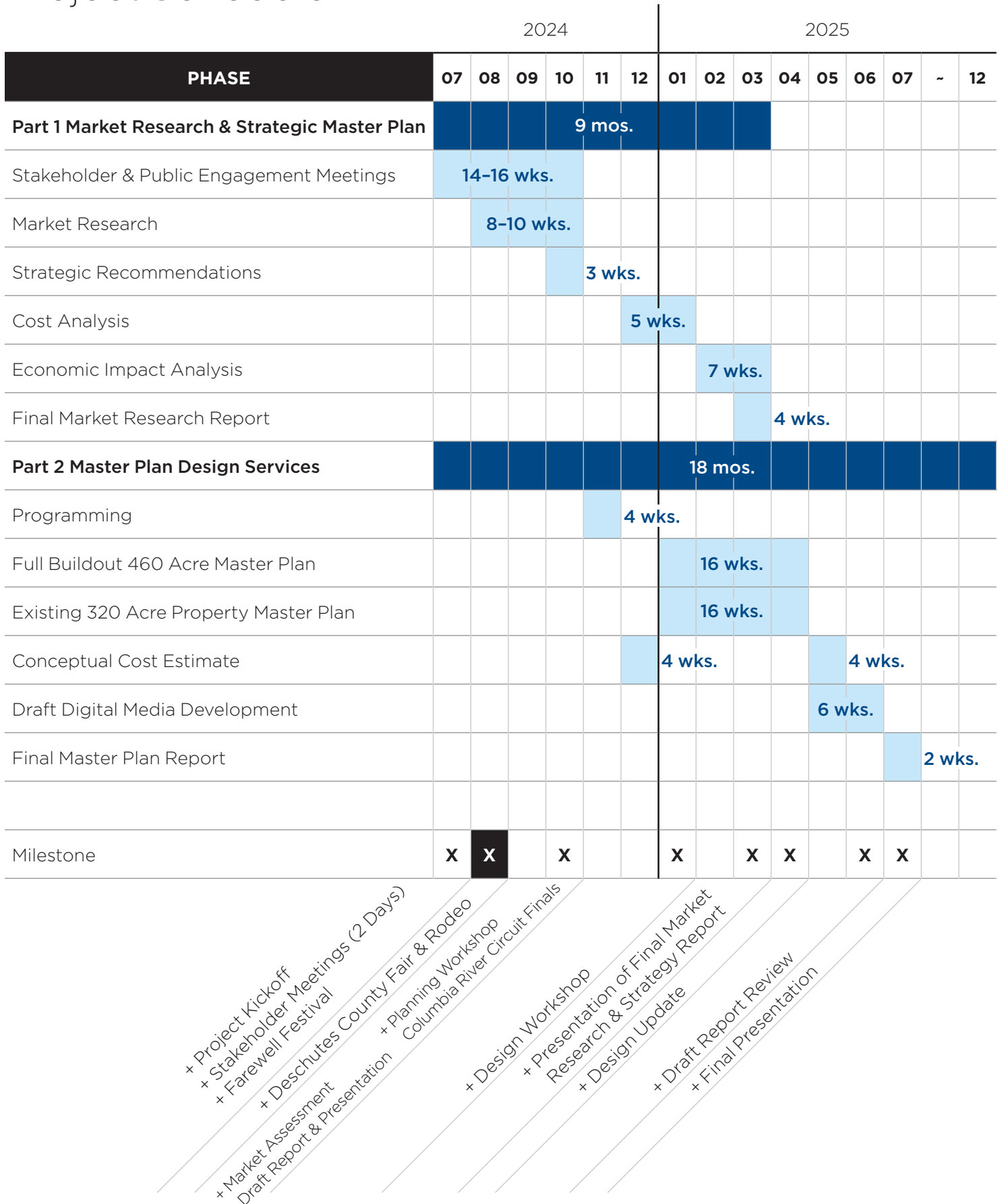
Every team member owns the project.

- + Doing our job to design and document the project to minimize errors and omissions.
- + Owning our responsibilities. Fixing our mistakes.
- + Performing as professionals.



4. PROJECT APPROACH

Project Schedule



6. Project Cost Control

This Project is expected to serve as an example of appropriate and efficient budget management, and to reflect Deschutes County’s responsibility to its residents to minimize both initial costs and long-term costs to build and operate the facility.

- + What strategies would your team employ to monitor and control costs of the Project during the design phases?

APPROACH TO COST CONTROL

Cost control is unequivocally one of the highest, if not the highest, priorities for any client. Cost control begins with aligning expectations with regards to revenue objectives, user needs, program requirements and total square footage as related to both construction and project budgets. Upon a notice to proceed, our design team will validate assumptions provided to-date, further confirm the detailed requirements of specific user groups, and prioritize the design components for the project. It is important to understand that managing square footage from the onset of programming is critical to hitting the project budget

STRATEGIES TO MONITOR COST CONTROL

Knowing that all projects have limited available funding, our team will work to maximize the amount of program area while designing within a strict budget. A delicate balancing act will occur between scope, budget and project schedule. We believe that a strong focus on cost control and maximizing value at the start of a project and programming will be used as an integral planning tool throughout the design phases. Experience with

these building types will allow our team to maintain accurate and current resources for tracking construction costs. Our team involves a professional cost estimator that will monitor and evaluate potential cost increases throughout the evolution of the design, to avoid “scope creep” that could adversely affect budget compliance. At each step in the process, the design team will work with the teams and the owner’s cost estimating team to prepare preliminary and detailed cost estimates to be reconciled with the construction manager, leveraging the entire team’s collective expertise to balance differences between cost estimates. Reconciliation provides an excellent opportunity to maximize cost efficiencies in the building, detailing all systems. During the design and documentation phases, the design team will be diligent in identifying critical design decisions to prioritize with project stakeholders and the construction manager

FONNER PARK MASTER PLAN CASE STUDY

During the Nebraska State Fair & Fonner Park master plan, the design team developed a comprehensive plan that considered all potential future projects. After verifying our findings with extensive facility and

infrastructure analysis, it became clear that the site needed a robust overhaul of both its below and above ground infrastructure, just to improve the customer experience under the current layout. Because our master plan looked at the long-term development of the site, we planned the infrastructure improvements to not only fix the current needs, but to lay the foundation for a future-ready campus that is resilient and equitable. This method reinforces long-term financial sustainability by reducing or completely omitting the need for our client to redo infrastructure improvements in the future. In collaboration with the 1868 Foundation, Populous prepared a Critical Infrastructure Plan and Presentation that was presented to the State Legislature as a request for state funding. The plan's strength is in its scalability to be executed in 5-year increments. In January 2022, the 1868 Foundation was successful in getting all \$24.9 million approved in the Governor's budget.

THE BASE (BUSINESS, ARTS, SPORTS, ENTERTAINMENT) AT EXTRACO EVENTS CENTER

During the design process, Populous worked closely with the local Construction Manager to identify the strongest skilled labor available in the market and prioritized the design around those materials and building systems. We identified steel and masonry as prime opportunities to control costs by staying within the local market. This resulted in the added benefit of keeping revenue and jobs within the County, as well as celebrating local labor and materials. Designing for mostly masonry construction in all the walls allowed the contractor to streamline sub-consultant coordination which shortened the schedule completion and occupancy.

**ATTACHMENT A
PROPOSER CERTIFICATIONS AND REPRESENTATIONS**

FAILURE OF PROPOSER TO COMPLETE AND SIGN THIS FORM MAY RESULT IN REJECTION OF THE SUBMITTED OFFER

The undersigned, having full knowledge of the specifications for the goods or services specified herein, offers, and agrees that this offer shall be irrevocable for at least NINETY (90) calendar days after the date offers are due or as stated in the solicitation, and if accepted, to furnish any and/or all goods or services as described herein at the prices offered and within the time specified.

PROPOSER FIRM NAME: Populous Architect, P.C.

ADDRESS: 123 NE 3rd Avenue, Suite 110 Portland, OR 97232

Telephone No.: +1 816 221 1500

ASSURANCES

Proposer attests that:

1. The person signing this offer has the authority to submit an offer and to represent Proposer in all phases of this procurement process.
2. The information provided herein is true and accurate.
3. Proposer is a resident proposer, as described in ORS 279A.120, of the State of Oregon, [insert State] and has not discriminated against any minority, women, or emerging small business enterprises certified under ORS 200.055 or a business enterprise that is owned or controlled by or that employs a disabled veteran as defined in ORS 408.225 in obtaining any required subcontracts, in accordance with ORS 279A.110.
4. "Resident bidder" means a bidder that has paid unemployment taxes or income taxes in this state during the 12 calendar months immediately preceding submission of the bid, has a business address in this state and has stated in the bid whether the bidder is a "resident bidder". ORS 279A.120 (1) (j)(b).
5. Any false statement may disqualify this offer from further consideration or because of contract termination.
6. Proposer will notify Deschutes County within 30 days of any change in the information provided on this form.

CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

Proposer certifies to the best of its knowledge and belief that neither it nor any of its principals:

1. Are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from submitting bids or proposals by any federal, state or local entity, department or agency.
2. Have within a five-year period preceding the date of this certification been convicted of fraud or any other criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) contract, embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.
3. Are presently indicted for or otherwise criminally charged with commission of any of the offenses enumerated in paragraph two of this certification.
4. Have, within a five-year period preceding the date of this certification had a judgment entered against contractor or its principals arising out of the performance of public or private contract.
5. Have pending in any state or federal court any litigation in which there is a claim against contractor or any of its principals arising out of the performance of a public or private contract.
6. Have within a five-year period preceding the date of this certification had one or more public contracts (federal, state, or local) terminated for any reason related to contract performance.

CERTIFICATION REGARDING CONFLICT OF INTEREST

“Organizational conflict of interest” means that, because of other activities or relationships with other persons or firms, a Contractor or Consultant (including its principal participants, directors, proposed consultants, or subcontractors) would be unable or potentially unable to render impartial, technically sound assistance or advice to Deschutes County; or the Contractor’s or Consultant’s objectivity in performing the Work would or might be otherwise impaired. The Proposer certifies to the best of their knowledge and believe that neither it nor any of its principal participants and agents:

- 1. Has/Have/Had any relationships with any firms or individuals that are or appear to be an organizational conflict of interest? No.
- 2. Has or has had the following relationships with the specific firm(s)/individual(s), identified below, which may be determined to be an organizational conflict of interest? I understand that based on the information provided by Proposer, Deschutes County may exclude the Proposer from further consideration and may withdraw its selection if the real or apparent organizational conflict of interest cannot be avoided or mitigated. Proposer further certifies that the degree and extent of the relationship of the Proposer with these named firm(s)/individual(s) have been fully disclosed below.

Not Applicable.

Where Proposer is unable to certify to any of the statements in this certification, Proposer shall attach an explanation to their offer. The inability to certify to all the statements may not necessarily preclude Proposer from award of a contract under this procurement.

ACKNOWLEDGEMENT OF ADDENDA

The undersigned acknowledges receipt of and agrees to be bound by addenda numbered **1** through **1** inclusive, and any additional addenda issued until the Notice to Proceed has been issued.

SIGNATURE OF AUTHORIZED PERSON

Signature:  Date: 04/19/2024

Printed Name & Title: Jeff Yrazabal, Principal-in-Charge

Contact Person for this Procurement: Dana Morrow, Project Manager

Phone: 971.286.3909 Email: dana.morrow@populous.com

**ATTACHMENT B
AFFIDAVIT OF NON-COLLUSION**

STATE OF OREGON

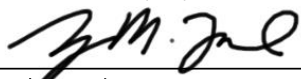
County of Multnomah

I state that I am Principal (title) of Populous Architects, P.C. (name of firm) and that I am authorized to make this affidavit on behalf of my firm, and its owners, directors, and officers. I am the person responsible in my firm for the price(s) and the amount of this proposal.

I state that:

- (1) The price(s) and amount of this proposal have been arrived at independently and without consultation, communication or agreement with any other contractor, proposer, or potential proposer, except as disclosed on the attached appendix.
- (2) That neither the price(s) nor the amount of this proposal, and neither the approximate price(s) nor approximate amount of this proposal, have been disclosed to any other firm or person who is a proposer or potential proposer, and they will not be disclosed before proposal opening.
- (3) No attempt has been made or will be made to induce any firm or person to refrain from proposing on this contract, or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal or other form of complementary proposal.
- (4) The proposal of my firm is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive proposal.
- (5) Populous Architects, P.C. (name of firm), its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last four years been convicted of or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to proposing on any public contract, except as described in the attached appendix.

I state that Populous Architects, P.C. (name of firm) understands and acknowledges that the above representations are material and important and will be relied on by Deschutes County in awarding the contract(s) for which this proposal is submitted. I understand and my firm understands that any misstatement in this affidavit is and shall be treated as fraudulent concealment from Deschutes County of the true facts relating to the submission of proposals for this contract.

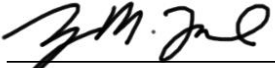
	<u>Jeff Yrazabal, Principal-in-Charge</u>		<u>04/19/2024</u>
Authorized Signature	Printed Name	Position	Date

Populous Architects, P.C.
Name of Company

**ATTACHMENT C
BUSINESS ENTITY CERTIFICATION
STATEMENT**

Contractor must complete Section A or B.

A. CONTRACTOR IS A CORPORATION, LIMITED LIABILITY COMPANY OR APARTNERSHIP

I certify under penalty of perjury that Contractor is a [check one]: Corporation <input checked="" type="checkbox"/>		
<input type="checkbox"/> Limited Liability Company	<input type="checkbox"/> Partnership authorized to do business in the State of Oregon	
 _____ Signature	Jeff Yrazabal, Principal-in-Charge _____ Printed Name and Title	04/19/2024 _____ Date

B. CONTRACTOR IS A SOLE PROPRIETOR WORKING AS AN INDEPENDENT CONTRACTOR

Contractor certifies under penalty of perjury that the following statements are true:		
1. If Contractor is providing labor or services under this Contract for which registration is required under ORS Chapter 701, Contractor has registered as required by law, and		
2. If Contractor performed labor or services as an independent Contractor last year, Contractor filed federal and state income tax returns last year in the name of the business (or filed a Schedule C in the name of the business as part of a personal income tax return), and		
3. Contractor represents to the public that the labor or services Contractor provides are provided by an independently established business, and		
4. All of the statements checked below are true.		
NOTE: Check all that apply. You must check at least four (4) to establish that you are an Independent Contractor.		
<input type="checkbox"/> A.	The labor or services I perform is primarily carried out at a location that is separate from my residence or is primarily carried out in a specific portion of my residence which is set aside as the location of the business.	
<input type="checkbox"/> B.	I purchase commercial advertising, or I have business cards for my business, or I am a member of a trade association.	
<input type="checkbox"/> C.	My business telephone listing is separate from my personal residence telephone listing.	
<input type="checkbox"/> D.	I perform labor or services only under written contracts.	
<input type="checkbox"/> E.	Each year I perform labor or services for at least two different persons or entities.	
<input type="checkbox"/> F.	I assume financial responsibility for defective workmanship or for service not provided by purchasing performance bonds, errors and omission insurance or liability insurance, or providing warranties relating to the labor or services I provide.	
_____ Signature	_____ Printed Name and Title	_____ Date

**ATTACHMENT D
FINANCIAL RESOURCES**

1. Has your firm ever been at any time in the last ten years the debtor in a bankruptcy case?
_____ Yes No

If "yes" explain.

2. Does your firm have any outstanding judgments pending against it?
_____ Yes No

If "yes" explain.

3. In the past ten years, has your firm been a party to litigation, arbitration, or mediation where the amount in dispute exceeded \$25,000?
 Yes _____ No

If "yes" explain.


Please see statement at bottom of page.

4. In the past ten years, has your firm been a party to litigation, arbitration, or mediation on a matter related to payment to subcontractors or work performance on a contract? Check "yes" even if the matter proceeded to arbitration or mediation without court litigation.
_____ Yes No

If "yes" explain.

5. Have you or any of your affiliates discontinued business operation with outstanding debts?
_____ Yes No

If "yes" explain.

	Jeff Yrazabal, Principal-in-Charge		04/19/2024
Authorized Signature	Printed Name	Position	Date

Populous is committed to providing its clients with a level of quality and design excellence that meets or exceeds customary design industry standards. Notwithstanding this commitment, problems invariably arise during the design and construction process. Populous is sensitive to its clients' desires that such problems be dealt with promptly and fairly. As the largest sports architectural firm in the world, Populous is occasionally the subject of claims which allege negligence and/or breach of contract. The number of such claims alleged during any given time period is consistent with industry standards, taking into account Populous' presence in the market, and no claims or lawsuits have resulted in verdicts against Populous. Populous works closely with its clients, consultants and other parties to resolve project-related issues without the need for litigation, arbitration or other formal dispute resolution proceedings.

**ATTACHMENT E
PROPOSER REFERENCE FORM**

Proposer: Populous Architects, P.C.

Reference # 1

Ohio Expo Center & State Fair
Project: Master Plan

Contact #1 Name: Alicia Shoults

Client: Ohio Facilities Construction Commission

Contact #1 Role: Assistant General Manager

Location: Columbus, Ohio

Contact #1 Phone: 614-648-0757

Construction Budget: N/A

Contact #1 Email: A.shoults@expo.ohio.gov

Date Completed: 2022

Contact #2 Name: _____

Contact #2 Role: _____

Contact #2 Phone: _____

Contact #2 Email: _____

Project Description:

The Ohio State Fair & Expo Center Masterplan is a long-range vision that establishes a framework for making the Ohio State Fair the best State Fair in the nation. This plan will optimize the entire site to best serve Ohioans both for the Ohio State Fair and all year round. The recommended new site design solves site circulation issues by organizing the framework along a figurative “river” theme, strengthening the north/south axis. It provides clear wayfinding that expands, contracts, and bends as needed to integrate existing and new site elements along its path. Signature new projects include both interior and exterior multi-purpose event venues, a museum, food halls, infrastructure improvements and new main entry gateway.

**ATTACHMENT E
PROPOSER REFERENCE FORM**

Proposer: Populous Architects, P.C.

Reference # 2

Project: The Ranch Master Plan

Contact #1 Name: Mark Tinklenberg, PMP

Client: Larimer County

Contact #1 Role: Executive Director

Location: Loveland, CO

Contact #1 Phone: 970.619.4016

Construction Budget: N/A

Contact #1 Email: tinklenm@co.larimer.co.us

Date Completed: 2023

Contact #2 Name: _____

Contact #2 Role: _____

Contact #2 Phone: _____

Contact #2 Email: _____

Project Description:

The Project will transform the existing Fairgrounds and Expo Center to be one of the largest projects in Northern Colorado's history and will produce enormous economic benefit for Larimer County and the entire region. The project will bring a vast new level of activities and is designed as a destination in service of the community and the region. The Ranch will be expanded into a year-round family, cultural, sports, and music and entertainment site for all to share. Our designs capture the spirit of The Ranch while delivering a unique experience, unmatched service, elevated hospitality, experiential food and beverage, substantial meeting and event capabilities, and street-level and plaza activation and gatherings.

**ATTACHMENT E
PROPOSER REFERENCE FORM**

Proposer: Populous Architects, P.C.

Reference # 3

Project: Fonner Park Master Plan

Contact #1 Name: Mrs. Jaime Parr, CFE

Client: Nebraska State Fair

Contact #1 Role: Executive Director ,

Location: Grand Island, NE

Contact #1 Phone: 308.382.1710

Construction Budget: N/A

Contact #1 Email: jparr@statefair.org

Date Completed: 2022

Contact #2 Name: _____

Contact #2 Role: _____

Contact #2 Phone: _____

Contact #2 Email: _____

Project Description:

The Master Plan for the campus is to expand its multipurpose programming in a way that offers a first class, immersive destination experience for the visitor and an enhanced cultural and recreational entertainment experience for residents. The 1868 Foundation engaged Populous, with its partners the Nebraska State Fair and Fonner Park, which provided the optimal combination of local knowledge with internationally recognized event campus and horse racing expertise. The master plan's process was thorough and collaborative, providing a holistic investigation and vision for the campus, that was based on site and existing inventory analysis, a diverse neighborhood and public engagement plan, and data driven market and economic impact analysis, which fostered exploration of enhancements to ensure the sustainable development of the site.

The Populous-led team developed designs that respected what is great about the existing facility but integrated simple recommendations to improve the performance and multi-use potential based on its international expertise in the industry. Key recommendations of the Master Plan include:

Leverage New Assets to Attract New Events and Activities - Grand Island Casino Resort assets have the potential to increase destination appeal and drive incremental growth with existing and new events.

Enhance Guest Experience - Market share and performance would be expected to decline without investment.

Livestock & Equestrian Market Demand Opportunities - Near-term demand exists to support investment in livestock facility expansion. Mid-term demand anticipated to support equestrian event facility investment, based on increased appeal of the Grand Island and Fonner Park destination.

Conference and Event Space Program - More shows are looking for additional breakout meeting and hospitality space on site. Develop and integrate divisible meeting space and upscale ballroom to compliment casino and hotel development.

Arena and Entertainment Space Enhancements - Create diversity of seating options. Enhance food and beverage options and points of sale. New club lounge with upgraded food service and premium access.

Contract Comments

Populous has participated in multiple projects where the Sample Contract included with the RFP was the basis of the contract discussions. On each occasion, we have been able to come to terms. We are confident that any issues with the Sample Contract can be amicably resolved in a short period of time.

Appendix

2D. Subconsultant Experience

Provide the following for above-listed Sub-consultant firms:

- + Sub-consultant firm name, address, phone number, website.
- + Contact person information including email address.
- + A list of the Sub-consultant's personnel by discipline who will be available to provide the capacity and capability to perform the required services for the Project.
- + A list of the Sub-consultant's relevant project experience limited to no more than three (3) similar projects in size and complexity

CSL INTERNATIONAL

120 South 6th Street,
Suite 1200
Minneapolis, MN 55402
612-294-2000
<https://www.csintl.com/>

MAIN CONTACT:

Joel Feldman
Director
Minneapolis, MN
JFeldman@csintl.com

CSL was established for the specific purpose of providing a source of focused research and expertise in the sports, entertainment, hospitality and leisure industries. Members of our firm have been providing services to these specialized industries since the mid-1990's and have been involved in over 2,000 engagements. We assist our clients from the earliest stages of project planning, ensuring that all decisions are informed ones. Our consultants provide in-depth information, creative solutions to underlying issues, a thorough analysis of financial implications, and various measurements of risk and return surrounding alternative courses of action.

PERSONNEL BY DISCIPLINE:

Joel Feldman, Market Analysis & Economic Planning,
Project Director
Jacob Guenther, Market Analysis & Economic
Planning, Project Analyst

CSL INTERNATIONAL RELEVANT PROJECTS:

- + Deschutes County Fairground & Expo Center
Feasibility Study
- + Kentucky Expo Center Market Research
- + Ohio Expo Center & State Fair Master Plan

H H P R

Harper Houf Peterson Righellis, Inc.
250 NW Franklin Avenue, Suite 404
Bend, Oregon 97703
541.318.1161
<https://hhpr.com/>

MAIN CONTACT:

Aaron Isenhardt, P.E.
Associate Principal
Portland, OR
AaronI@hhpr.com

Founded as a civil engineering firm in 1990, HHPR has grown into an integrated multi-disciplinary firm with a reputation for excellent customer service. Our commitment to quality is the foundation of our long-standing client and consultant relationships and it starts with a focus to exceed our client's expectations. Our distinctive multi-disciplinary approach allows us to tailor the right team of expertise to consistently deliver creative solutions. We're located throughout Oregon and in SW Washington, connect with us and see how we can exceed your expectations.

PERSONNEL BY DISCIPLINE:

Aaron Isenhardt, P.E.
Associate Principal

HHPR will provide Civil Engineering, Structural Engineering, Landscape Architecture, Environmental, Survey services.

HHPR RELEVANT PROJECTS:

- + CORE3 Project - Regional Emergency Preparation Facility, Redmond, Oregon (adjacent to the Deschutes Fairgrounds)
- + Linden Lofts Site Development, Redmond, Oregon
- + Westmount Mixed Use Development, Redmond, Oregon

J M B C O N S U L T I N G G R O U P , L L C .

Address: N/A
Phone: 206.708.7280
Website: N/A

MAIN CONTACT:

John Bayles
Principal
Email: jon.bayles@jmbconsultinggroup.com
Cost Estimator

Originally founded in 2009, JMB Consulting Group has provided comprehensive development management, construction management and construction cost planning to owners, architects, government agencies and institutions. JMB Consulting Group is uniquely qualified for the Deschutes County Fair & Expo project due to our continued experience in Central Oregon projects and multi-purpose assembly facilities.

JMB Consulting Group is a long-trusted advisor to clients because our estimates are reliable from concept through bidding. Our cost estimates consider the purpose, scope and schedule of a proposed program and are well-documented, comprehensive, accurate, and credible, regardless of the phase of design.

JMB CONSULTING RELEVANT PROJECTS:

- + Deschutes County OR Public Safety Campus Master Plan, Bend OR
- + Deschutes County OR Sheriff's Office Addition, Bend OR
- + Sunriver Service District Public Safety Building, Sunriver OR
- + Oregon State University Cascades Academic Building 2, Bend OR
- + Oregon State University Cascades Site Infrastructure, Bend OR
- + Oregon State University Cascades Energy Feasibility Study, Bend OR
- + Crook County Courthouse, Prineville OR
- + Prineville Police Headquarters, Prineville OR
- + Washington State Public Health Lab Conference Center, Shoreline WA
- + Washington State University Ag Animal Facility, Pullman WA
- + Washington State University Ag Animal Facility Relocation (Maintenance, Vehicle, Support, Harvest Handling, Hoops House/Green House, Cattle Barn, Sheep Barn, Goat Barn, Big Horn Sheep Barn, Feed/Bedding Storage, Compost, Freezer Farm, Administration, Isolation/Quarantine)
- + City of Edmonds Civic Field, Edmonds WA
- + Volunteer Park Outdoor Amphitheater, Seattle WA
- + Chambers Creek Outdoor Stage, Tacoma WA

Drawing People Together.