Board of Directors

Wednesday, June 24, 2009
8:00 a.m. – 9:30 a.m.
Kent County Commission Chambers
300 Monroe, NW – Grand Rapids, MI

AGENDA

I. Call to Order

II. Ratify Board Actions Taken on May 27, 2009
   Action

III. Approval of May 27, 2009, Minutes
   Action

IV. Committee Reports
   A. Operations Committee
      i. CVB Report
         Information
   B. Finance Committee
      i. SMG May 2009 Financial Statements - DeVos Place® and Van Andel Arena®
         Action
      ii. CAA May 2009 Financial Statements
          Action
      iii. Fiscal Year 2010 Budgets
          Action
      iv. Fiscal Year 2010 DeVos Place®
          Five-Year Rate Sheets
          Action

V. SMG Report and Facilities Calendars
   Information

VI. Public Comment

VII. Adjournment

VIII. Next Meeting Date: Wednesday, August 26, 2009; July meeting is cancelled

DeVos Place®
303 Monroe Ave. NW
Grand Rapids, MI 49503-2233
616.742.6500
Fax 616.742.6590
Van Andel Arena®
130 Fulton West
Grand Rapids, MI 49503-2601
616.742.6600
Fax 616.742.5197
MINUTES OF THE GRAND RAPIDS-KENT COUNTY
CONVENTION/ARENA AUTHORITY
BOARD OF DIRECTORS MEETING
Wednesday, May 27, 2009

I. Call to Order

Steven R. Heacock, Chairperson, called the meeting to order at 8:05 a.m. Susan Waddell recorded the meeting minutes in the absence of Secretary/Treasurer, Birgit Klohs. Inasmuch as there was no quorum, all actions taken will be ratified at the June 24, 2009, Board meeting.

Attendance

Members Present: Steve Heacock, Chairperson
Lew Chamberlin
George Heartwell

Members Absent: Clif Charles
Birgit Klohs
Gary McInerney
Joe Tomaselli

Staff/Others:
Hank Abate
Kathy Bart
David Czurak
Jim Day
Daryl Delabbio
Eric DeLong
Brian Dykema
George Helmstead
Lynne Ike
Peter Kjome
Chris Knape
Chris Machuta
Rich MacKeigan
Drew Nikodem
Doug Small
Eddie Tadlock
Susan Waddell
Jana Wallace
Jim Watt
Richard Wendt
Robert White

SMG
SMG
Grand Rapids Business Journal
Kent County
Kent County
City of Grand Rapids
Interested Citizen
CVB
SMG
Grand Rapids Symphony
The Grand Rapids Press
SMG
SMG
IATSE
CVB
SMG
CAA
City of Grand Rapids
SMG
Dickinson Wright
Kent County

II. Grand Rapids Symphony Presentation

Peter T. Kjome, President and CEO of the Grand Rapids Symphony, attended the meeting to present an update. The Symphony’s mission is to share great music that moves the human soul. Core values include integrity, creativity, excellence, and community engagement. The Symphony’s vision is: the Grand Rapids Symphony will continue to excel as a premier arts organization in West Michigan. The
Symphony will achieve this by offering high quality performance experiences; creating and nurturing loyal relationships with current, new and diverse audiences; pursuing innovation and engaging in creative partnerships; and by designing a sustainable financial model to foster artistic growth.

The Symphony employs 80 contracted musicians, 50 of which are full-time. Thirty musicians have been with the orchestra for over 20 years. The arts tenants have a significant economic impact on DeVos Performance Hall with 160 performances each year and 1,000 attending each performance. The Symphony averages 50 annual performances and an average of $60 additional spending per attendee. For fiscal year 2008-2009, the Symphony’s annual budget was $8.66 million. Ticket income is 6% ahead of last year. Private support is up 2%, but below plan. Endowment income is below plan. Expenses are in line with budget and slightly below fiscal year 2007-2008 actual. The Symphony will celebrate its 80th anniversary in the 2009-2010 season, and it will be the 50th anniversary of the Youth Symphony. John Varineau will mark his 25th year as associate conductor.

The Symphony just completed and adopted a five-year strategic plan. Key initiatives include maintaining artistic excellence, building the audience, broaden community engagement, expanding educational programs, and security financial strength.

Mr. Chamberlin inquired about “additional spending” and Mr. Kjome responded that additional spending includes parking, eating at restaurants, hiring a babysitter, and concession sales. In answer to a question regarding ticket revenue, Mr. Kjome stated that the increase a result of both sales and pricing. Mr. Heartwell asked Mr. Kjome to speak to the Symphony’s diversity efforts. Mr. Kjome stated that the Symphony is expanding its Young Gifted and Black Music Program and has an annual Symphony with Soul concert. Chair Heacock asked Mr. Kjome to send the strategic plan to staff for distribution to the CAA Board members.

III. Minutes of Prior Meeting

No action was taken on the Minutes of the April 22, 2009, meeting.

IV. Committee Reports

a. Operations Committee

Mr. Chamberlin reported that the committee received a wine and food festival update from ShowSpan. The International Wine & Food Festival returns to the Steelcase Ballrooms November 12-14, 2009. Mr. Boucher expects to increase the size of the show by at least 40 booths. The food booths will be located on the river side, and the wine seminars will be held in the river overlook rooms. There will be four pairings this year and tickets will be sold in advance on-line. The planning committee will be meeting with the Sister Cities group in a couple of weeks to discuss their participation. Angus Campbell and Joe Borello have agreed to act as professional consultants, and the Tin Foil Chef competition will be hosted once again. The involvement of Ferris State University has been solidified. The goal this year is to realize a net income of $45,000. The Committee was treated to an interactive video demonstration from PlayMotion, Inc., based in Atlanta, Georgia. The Committee is considering this as a possible treatment for the south end east-west skywalk corridor. Although exciting and interactive, the system is quite expensive. However, there is enough Committee interest to research affordability by phasing the system, scaling it down, or through revenue opportunities. The Committee approved the registration of DeVos
Place® as a venue for ArtPrize. The application fee is minimal at $100. As a host venue, DeVos Place® would have a lot of flexibility in negotiating with artists to show their work in the venue. SMG would handle the negotiations and any logistics relating to the operations and installation of art in the facility. The Committee also received information reports on the FY 2010 capital budget and five-year rate sheets.

Mr. Small thanked the CAA for providing the CVB funding to incent potential customers and be more competitive. The CVB is actively pursuing multi-cultural groups as part of its diversity initiative. The CVB is working with Smith Travel Research to develop a three year plan of action. The pace report continues to be positive. Grand Rapids ranks first or second place against its peer competitors.

Mr. Helmstead provided a brief overview of recent sales activities, marketing efforts, and major bid presentations. The NOBLE Board should make its final decision by the end of the week.

b. Finance Committee.

i. SMG Financial Statements for DeVos Place® and Van Andel Arena®

Motion: Mr. Chamberlin, supported by Mr. Heartwell, moved to approve the SMG Financial Statements for DeVos Place® and the Van Andel Arena® for the period ended April 30, 2009. After review and discussion, the motion carried unanimously.

ii. CAA Financial Statements

Motion: Mr. Chamberlin, supported by Mr. Heartwell, moved to approve the CAA Financial Statements for the periods ended April 30, 2009. After review and discussion, the motion carried unanimously.

iii. Preliminary Review of Fiscal 2010 Budgets

Mr. Machuta presented the proposed fiscal year 2010 operating budgets for DeVos Place® and the Van Andel Arena®. The lead income statement for DeVos Place® shows a contraction in rental income that will be offset with expected higher ancillary spending than in 2009. The number of event days at DeVos Place® will increase, as will total operating expenses due to expected increases in steam and repairs and maintenance.

The Arena is expected to post a net income of $1.26 million, which is 13.68% lower than the previous year. The total number of sporting events will be down and 23 appears to be the magic number for concerts. Family shows will remain the same. Indirect expenses will decrease due to savings in contracted services, operations, and supplies. Mr. White summarized the proposed CAA administrative operating and capital budgets. Mr. White referred to Table A that provides a summary of the SMG budget documents. This summary notes an amended (February Finance Committee) budgeted net operating income for Fiscal Year 2009 of $445,877. Based on SMG's most recent 'budget roll,' the current year forecast has been updated to a net operating income balance of $419,481.

The Fiscal Year 2010 consolidated income statement (Table C) forecasts a net operating income totaling $338,294. This income will be applied to finance, in part, a capital outlay request totaling $1,931,000. The balance of the funds requested will be supported by interest earnings and a drawdown from the capital reserve account. The Fiscal Year 2009 budget, as originally approved, forecasted net operating income of $808,662. This forecasted income has been revised downward to a total adjusted balance, for the current fiscal year, of approximately $474,418. The income forecast was reduced primarily to reflect lowered attendance at DeVos Place® resulting in ancillary and "other" revenue write-downs. Revenue forecasts and appropriation requests for the Fiscal Year 2010 budget disclose a net operating income of
$338,294. This net operating income, along with interest earnings and $0.8 million of fund balance, will finance a $1.9 million capital request.

Capital repair/replacement/improvement projects will total approximately $1.9 million for both buildings, including the carryover of the fire curtain project from fiscal year 2009. The most costly project includes a ribbon board at the Arena at $1.2 million. Please contact Mr. Machuta or Mr. White if you have any questions. The budgets will be presented to the Board for action at the June meeting.

iv. Preliminary Review of Fiscal 2010 DeVos Place® Five-Year Rate Sheets

Mr. MacKeigan presented SMG’s five-year rate sheet recommendations, effective July 2010 through June 2014. Each year as part of the budget process, SMG develops the rate cards in order to have the opportunity to guarantee rental rates to potential clients. The rental rates have not increased more than 3.25% each year and continue to hover mid-range on the regional average. SMG has the flexibility to discount or increase the rack rates 20%, which give the opportunity to be competitive in the bidding process. The first four years have been approved and SMG will be looking for approval of the fifth year rates at the CAA Board meeting in June.

V. SMG Report and Facilities Calendar

Mr. MacKeigan presented a summary of the upcoming events that will be held at DeVos Place® and the Van Andel Arena®.

VI. Public Comment

None.

VII. Next Meeting Date

The date for next CAA Board meeting is Wednesday, June 24, 2009, in the Kent County Commission Chambers, Kent County Administration Building, 300 Monroe Avenue, NW.

IX. Adjournment

There being no other business, the meeting adjourned at 9:30 a.m.

Susan M. Waddell, Recording Secretary
# Additional Sales Activities

**Between January 1, 2009 – June 15, 2009**

<table>
<thead>
<tr>
<th><strong>Client Events</strong></th>
<th><strong>Site Visits</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>27</strong></td>
</tr>
<tr>
<td>Religious Breakfast Workshop</td>
<td></td>
</tr>
<tr>
<td>(Interdenominational Ministerial Alliance)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Local Presentations</strong></th>
<th><strong>Tradeshows</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>5</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Bid Presentations</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>5</strong></td>
</tr>
<tr>
<td>Won</td>
<td><strong>2</strong></td>
</tr>
<tr>
<td>Loss</td>
<td><strong>1</strong></td>
</tr>
<tr>
<td>Pending</td>
<td><strong>2</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Group Site Visits</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>2</strong></td>
</tr>
<tr>
<td>RCMA Pre-Conference</td>
<td></td>
</tr>
<tr>
<td>June Religious Group</td>
<td></td>
</tr>
</tbody>
</table>
DE VOS PLACE

FINANCIAL STATEMENT
FOR THE PERIOD ENDED MAY 31, 2009

Distribution:

Grand Rapids – Kent County Convention / Arena Authority
Robert White
Bob McClintock
Lewis Dawley
Gary McAneney
Howard Feldman
Richard MacKeigan
Chris Machuta

An SMG Managed Facility
<table>
<thead>
<tr>
<th></th>
<th>YTD Actual</th>
<th>Roll</th>
<th>TOTAL FYE</th>
<th>BUDGET FYE</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO. EVENTS</td>
<td>510</td>
<td>34</td>
<td>544</td>
<td>569</td>
<td>(25)</td>
</tr>
<tr>
<td>ATTENDANCE</td>
<td>530,996</td>
<td>17,650</td>
<td>548,646</td>
<td>668,975</td>
<td>(120,329)</td>
</tr>
<tr>
<td>DIRECT EVENT REVENUE</td>
<td>2,325,627</td>
<td>60,295</td>
<td>2,385,922</td>
<td>2,640,634</td>
<td>(254,712)</td>
</tr>
<tr>
<td>ANCILLARY REVENUE</td>
<td>1,826,535</td>
<td>110,973</td>
<td>1,937,508</td>
<td>2,386,332</td>
<td>(448,824)</td>
</tr>
<tr>
<td>TOTAL EVENT REVENUE</td>
<td>4,152,162</td>
<td>171,268</td>
<td>4,323,430</td>
<td>5,026,966</td>
<td>(703,536)</td>
</tr>
<tr>
<td>TOTAL OTHER REVENUE</td>
<td>137,669</td>
<td>56,512</td>
<td>194,181</td>
<td>210,500</td>
<td>(16,319)</td>
</tr>
<tr>
<td>TOTAL OPERATING REVENUE</td>
<td>4,289,831</td>
<td>227,780</td>
<td>4,517,611</td>
<td>5,237,466</td>
<td>(719,855)</td>
</tr>
<tr>
<td>INDIRECT EXPENSES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EXECUTIVE</td>
<td>131,361</td>
<td>14,865</td>
<td>146,226</td>
<td>175,762</td>
<td>29,536</td>
</tr>
<tr>
<td>FINANCE</td>
<td>196,358</td>
<td>17,467</td>
<td>213,825</td>
<td>222,301</td>
<td>8,476</td>
</tr>
<tr>
<td>MARKETING</td>
<td>51,226</td>
<td>7,841</td>
<td>59,067</td>
<td>105,811</td>
<td>46,744</td>
</tr>
<tr>
<td>OPERATIONS</td>
<td>1,175,215</td>
<td>110,651</td>
<td>1,285,866</td>
<td>1,468,414</td>
<td>182,548</td>
</tr>
<tr>
<td>EVENT SERVICES</td>
<td>911,453</td>
<td>61,586</td>
<td>973,039</td>
<td>965,170</td>
<td>(7,869)</td>
</tr>
<tr>
<td>BOX OFFICE</td>
<td>71,359</td>
<td>4,214</td>
<td>75,573</td>
<td>77,626</td>
<td>2,053</td>
</tr>
<tr>
<td>SALES</td>
<td>264,317</td>
<td>31,939</td>
<td>296,256</td>
<td>347,026</td>
<td>50,770</td>
</tr>
<tr>
<td>OVERHEAD</td>
<td>1,796,433</td>
<td>222,661</td>
<td>2,019,094</td>
<td>2,254,332</td>
<td>235,238</td>
</tr>
<tr>
<td>TOTAL OPERATING EXP.</td>
<td>4,597,722</td>
<td>471,224</td>
<td>5,068,946</td>
<td>5,616,442</td>
<td>547,496</td>
</tr>
<tr>
<td>NET REVENUE ABOVE EXPENSES</td>
<td>(307,891)</td>
<td>(243,444)</td>
<td>(551,335)</td>
<td>(378,976)</td>
<td>(172,359)</td>
</tr>
<tr>
<td>INCENTIVE FEE</td>
<td>158,672</td>
<td></td>
<td>158,672</td>
<td>157,899</td>
<td>773</td>
</tr>
<tr>
<td>NET OPERATING REVENUE OVER OPERATING EXPENSES</td>
<td>(307,891)</td>
<td>(402,116)</td>
<td>(710,007)</td>
<td>(536,875)</td>
<td>(173,132)</td>
</tr>
</tbody>
</table>

Comments:

DeVos Place performed very well in May as compared to budget, and consistent with forecast. It is still expected that DeVos will fall short of budget a little shy of $200,000 for the fiscal year as a whole. Ancillary income showed some improvement in May, and hopefully this trend will continue through the beginning of the 2010 fiscal year.

[Signature] General Manager
[Signature] Finance Director
DE VOS PLACE
FINANCIAL STATEMENT HIGHLIGHTS
FOR MONTH ENDED MAY 31, 2009

The following schedule summarizes operating results for the current month ending May 31, 2009 and the YTD ending June 30, 2009, compared to budget and to the prior year:

<table>
<thead>
<tr>
<th>MONTH</th>
<th>May Actual</th>
<th>May Budget</th>
<th>May FY 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Events</td>
<td>46</td>
<td>42</td>
<td>61</td>
</tr>
<tr>
<td>Attendance</td>
<td>57,760</td>
<td>52,900</td>
<td>66,395</td>
</tr>
<tr>
<td>Direct Event Income</td>
<td>$321,491</td>
<td>$241,159</td>
<td>$231,708</td>
</tr>
<tr>
<td>Ancillary Income</td>
<td>223,526</td>
<td>231,361</td>
<td>169,966</td>
</tr>
<tr>
<td>Other Income</td>
<td>5,560</td>
<td>17,542</td>
<td>11,841</td>
</tr>
<tr>
<td>Indirect Expenses</td>
<td>(347,483)</td>
<td>(440,554)</td>
<td>(354,013)</td>
</tr>
<tr>
<td>Net Income</td>
<td>$203,094</td>
<td>$49,508</td>
<td>$59,502</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>YTD</th>
<th>YTD 2009 Actual</th>
<th>YTD 2009 Budget</th>
<th>YTD 2008 Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Events</td>
<td>510</td>
<td>555</td>
<td>563</td>
</tr>
<tr>
<td>Attendance</td>
<td>530,996</td>
<td>659,925</td>
<td>630,072</td>
</tr>
<tr>
<td>Direct Event Income</td>
<td>$2,325,627</td>
<td>$2,344,954</td>
<td>$2,524,307</td>
</tr>
<tr>
<td>Ancillary Income</td>
<td>1,826,535</td>
<td>2,338,235</td>
<td>2,049,814</td>
</tr>
<tr>
<td>Other Income</td>
<td>137,669</td>
<td>192,958</td>
<td>166,237</td>
</tr>
<tr>
<td>Indirect Expenses</td>
<td>(4,597,722)</td>
<td>(5,220,478)</td>
<td>(4,907,637)</td>
</tr>
<tr>
<td>Net Income</td>
<td>($307,891)</td>
<td>($344,331)</td>
<td>($167,279)</td>
</tr>
</tbody>
</table>

EVENT INCOME

Event income came in ahead of budget for the month and consistent with forecast as the Homeland Security event originally budgeted in April ended up being hosted in May.

ANCILLARY INCOME

Ancillary income was consistent overall with budget with strong Food & Beverage spending on the Homeland Security and Amway 50th Anniversary events offsetting some shortfalls in other ancillary areas.

INDIRECT EXPENSES

Indirect expenses came in under budget for the month as we continue to monitor expenses.
## Devos Place Income Statement

For the Eleven Months Ending May 31, 2009

<table>
<thead>
<tr>
<th>Event Income</th>
<th>Current Month Actual</th>
<th>Current Month Budget</th>
<th>Variance</th>
<th>Current Month Prior Year</th>
<th>Year to Date Actual</th>
<th>Year to Date Budget</th>
<th>Variance</th>
<th>Year to Date Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Event Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental Income</td>
<td>$222,404</td>
<td>$273,700</td>
<td>$48,704</td>
<td>$246,733</td>
<td>$2,503,253</td>
<td>$2,674,750</td>
<td>($171,497)</td>
<td>$2,700,022</td>
</tr>
<tr>
<td>Service Revenue</td>
<td>307,200</td>
<td>22,489</td>
<td>284,711</td>
<td>257,747</td>
<td>1,850,639</td>
<td>244,639</td>
<td>1,606,000</td>
<td>1,962,241</td>
</tr>
<tr>
<td>Service Expenses</td>
<td>(308,113)</td>
<td>(55,030)</td>
<td>(253,083)</td>
<td>(272,772)</td>
<td>(2,028,265)</td>
<td>(574,435)</td>
<td>(1,453,830)</td>
<td>(2,157,956)</td>
</tr>
<tr>
<td>Total Direct Event Income</td>
<td>321,491</td>
<td>241,159</td>
<td>80,332</td>
<td>231,708</td>
<td>2,325,827</td>
<td>2,344,854</td>
<td>(19,327)</td>
<td>2,524,307</td>
</tr>
<tr>
<td>Ancillary Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F&amp;B Concession</td>
<td>12,440</td>
<td>9,284</td>
<td>3,156</td>
<td>11,014</td>
<td>133,290</td>
<td>160,152</td>
<td>(26,862)</td>
<td>156,752</td>
</tr>
<tr>
<td>F&amp;B Catering</td>
<td>117,619</td>
<td>80,877</td>
<td>36,742</td>
<td>72,478</td>
<td>609,074</td>
<td>739,664</td>
<td>(130,590)</td>
<td>634,667</td>
</tr>
<tr>
<td>Novelty Sales</td>
<td>2,859</td>
<td>2,191</td>
<td>668</td>
<td>2,698</td>
<td>12,798</td>
<td>22,085</td>
<td>(9,287)</td>
<td>13,266</td>
</tr>
<tr>
<td>Booth Cleaning</td>
<td>16,287</td>
<td>40,945</td>
<td>(24,658)</td>
<td>25,079</td>
<td>231,239</td>
<td>412,895</td>
<td>(181,656)</td>
<td>340,979</td>
</tr>
<tr>
<td>Telephone/Long Distance</td>
<td>3,754</td>
<td>300</td>
<td>3,454</td>
<td>0</td>
<td>25,837</td>
<td>3,300</td>
<td>22,537</td>
<td>0</td>
</tr>
<tr>
<td>Electrical Services</td>
<td>23,296</td>
<td>47,899</td>
<td>(24,603)</td>
<td>29,958</td>
<td>388,772</td>
<td>483,131</td>
<td>(94,359)</td>
<td>464,075</td>
</tr>
<tr>
<td>Audio Visual</td>
<td>20,605</td>
<td>34,211</td>
<td>(13,606)</td>
<td>12,561</td>
<td>265,162</td>
<td>344,949</td>
<td>(79,787)</td>
<td>252,668</td>
</tr>
<tr>
<td>Internet Services</td>
<td>6,563</td>
<td>6,563</td>
<td>0</td>
<td>2,650</td>
<td>21,610</td>
<td>21,610</td>
<td>0</td>
<td>21,610</td>
</tr>
<tr>
<td>Equipment Rental</td>
<td>20,103</td>
<td>15,654</td>
<td>4,449</td>
<td>13,630</td>
<td>139,953</td>
<td>171,759</td>
<td>(31,806)</td>
<td>146,977</td>
</tr>
<tr>
<td>Total Ancillary Income</td>
<td>223,526</td>
<td>231,381</td>
<td>(7,835)</td>
<td>169,966</td>
<td>1,826,353</td>
<td>2,338,235</td>
<td>(511,700)</td>
<td>2,049,814</td>
</tr>
<tr>
<td>Other Event Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ticket Rebates/Per Event</td>
<td>3,158</td>
<td>12,083</td>
<td>(8,925)</td>
<td>8,529</td>
<td>103,885</td>
<td>132,917</td>
<td>(28,932)</td>
<td>117,768</td>
</tr>
<tr>
<td>Total Other Event Income</td>
<td>3,158</td>
<td>12,083</td>
<td>(8,925)</td>
<td>8,529</td>
<td>103,885</td>
<td>132,917</td>
<td>(28,932)</td>
<td>117,768</td>
</tr>
<tr>
<td>Total Event Income</td>
<td>548,175</td>
<td>484,803</td>
<td>63,727</td>
<td>410,203</td>
<td>4,256,147</td>
<td>4,816,106</td>
<td>(566,659)</td>
<td>4,691,889</td>
</tr>
<tr>
<td>Other Operating Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Luxury Box Agreements</td>
<td>1,733</td>
<td>3,187</td>
<td>(1,454)</td>
<td>2,645</td>
<td>24,267</td>
<td>34,833</td>
<td>(10,566)</td>
<td>30,690</td>
</tr>
<tr>
<td>Other Income</td>
<td>669</td>
<td>2,292</td>
<td>(1,623)</td>
<td>867</td>
<td>9,417</td>
<td>25,208</td>
<td>(15,791)</td>
<td>17,779</td>
</tr>
<tr>
<td>Total Other Operating Income</td>
<td>2,402</td>
<td>5,459</td>
<td>(3,057)</td>
<td>3,312</td>
<td>33,684</td>
<td>60,041</td>
<td>(26,357)</td>
<td>48,469</td>
</tr>
<tr>
<td>Adjusted Gross Income</td>
<td>550,577</td>
<td>490,062</td>
<td>60,515</td>
<td>413,516</td>
<td>4,289,931</td>
<td>4,876,147</td>
<td>(586,216)</td>
<td>4,740,358</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td>284,049</td>
<td>223,208</td>
<td>60,841</td>
<td>273,526</td>
<td>2,508,797</td>
<td>2,455,283</td>
<td>53,514</td>
<td>2,459,744</td>
</tr>
<tr>
<td>Payroll Taxes and Benefits</td>
<td>90,736</td>
<td>57,600</td>
<td>33,136</td>
<td>81,341</td>
<td>716,579</td>
<td>630,604</td>
<td>82,975</td>
<td>741,166</td>
</tr>
<tr>
<td>Labor Allocations to Events</td>
<td>(212,285)</td>
<td>(115,821)</td>
<td>(96,464)</td>
<td>(207,085)</td>
<td>(1,424,767)</td>
<td>(1,274,034)</td>
<td>(160,733)</td>
<td>(1,519,601)</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>347,483</td>
<td>440,554</td>
<td>(93,071)</td>
<td>354,013</td>
<td>4,597,722</td>
<td>5,220,478</td>
<td>(622,756)</td>
<td>4,907,637</td>
</tr>
<tr>
<td>Other Non-Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event Type</td>
<td>Events/Days</td>
<td></td>
<td>Attendance</td>
<td></td>
<td>Total Event Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------</td>
<td>-------------</td>
<td>----------</td>
<td>------------</td>
<td>----------</td>
<td>--------------------</td>
<td>----------</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Actual</td>
<td>Budget</td>
<td>Actual</td>
<td>Budget</td>
<td>Actual</td>
<td>Budget</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Convention/Trade Shows</td>
<td>124</td>
<td>138</td>
<td>110,575</td>
<td>173,200</td>
<td>1,489,093</td>
<td>1,858,223</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consumer/Gated Shows</td>
<td>51</td>
<td>73</td>
<td>163,532</td>
<td>206,425</td>
<td>957,506</td>
<td>1,262,574</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Devos Performance Hall</td>
<td>139</td>
<td>146</td>
<td>157,552</td>
<td>178,700</td>
<td>742,177</td>
<td>732,792</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Banquets</td>
<td>39</td>
<td>52</td>
<td>25,304</td>
<td>47,500</td>
<td>250,864</td>
<td>396,034</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meetings</td>
<td>107</td>
<td>132</td>
<td>23,229</td>
<td>38,600</td>
<td>273,697</td>
<td>324,182</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>50</td>
<td>14</td>
<td>50,804</td>
<td>15,500</td>
<td>438,824</td>
<td>109,384</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRAND TOTALS</td>
<td>510</td>
<td>555</td>
<td>530,996</td>
<td>659,925</td>
<td>4,152,161</td>
<td>4,683,189</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As Percentage of Overall

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convention/Trade Shows</td>
<td>24.31%</td>
<td>24.86%</td>
</tr>
<tr>
<td>Consumer/Gated Shows</td>
<td>10.00%</td>
<td>13.15%</td>
</tr>
<tr>
<td>Devos Performance Hall</td>
<td>27.25%</td>
<td>26.31%</td>
</tr>
<tr>
<td>Ballroom Exclusive</td>
<td>7.65%</td>
<td>9.37%</td>
</tr>
<tr>
<td>Meetings</td>
<td>20.98%</td>
<td>23.78%</td>
</tr>
<tr>
<td>Other</td>
<td>9.80%</td>
<td>2.52%</td>
</tr>
</tbody>
</table>
# DeVos Place

**Balance Sheet**

For the Eleven Months Ending May 31, 2009

## ASSETS

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>667,288</td>
</tr>
<tr>
<td>Account Receivable</td>
<td>803,588</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>43,074</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>$1,513,951</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$1,513,951</strong></td>
</tr>
</tbody>
</table>

## LIABILITIES AND EQUITY

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>38,041</td>
</tr>
<tr>
<td>Accrued Expenses</td>
<td>195,382</td>
</tr>
<tr>
<td>Deferred Income</td>
<td>59,366</td>
</tr>
<tr>
<td>Advanced Ticket Sales &amp; Deposits</td>
<td>404,448</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>$697,237</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Liabilities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity</td>
<td></td>
</tr>
<tr>
<td>Funds Remitted to CAA</td>
<td>(350,000)</td>
</tr>
<tr>
<td>Expenses Paid Directly by CAA</td>
<td>1,165,734</td>
</tr>
<tr>
<td>Beginning Balance Equity</td>
<td>313,539</td>
</tr>
<tr>
<td>Current Year Equity</td>
<td>(312,559)</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td><strong>$816,714</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Liabilities and Equity</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Liabilities and Equity</strong></td>
<td><strong>$1,513,951</strong></td>
</tr>
</tbody>
</table>
SMG - DeVos Place  
Grand Rapids - Kent County Convention/Arena Authority  
Summary of Accounts Receivable  
For Month Ended May 31, 2009

<table>
<thead>
<tr>
<th>Current - Under 30 Days</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Food &amp; Beverage</td>
<td>120,741</td>
</tr>
<tr>
<td>Ticketing</td>
<td></td>
</tr>
<tr>
<td>Merchandise</td>
<td>631</td>
</tr>
<tr>
<td>Decorating</td>
<td>9,228</td>
</tr>
<tr>
<td>Audio/Visual</td>
<td>17,317</td>
</tr>
<tr>
<td>Van Andel Arena</td>
<td>(25,429)</td>
</tr>
<tr>
<td>Operating</td>
<td>578,619</td>
</tr>
</tbody>
</table>

| Over 30 Days            | 55,387 |

| Over 60 Days            | 32,960 |

<table>
<thead>
<tr>
<th>Over 90 Days</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Donnell Productions</td>
<td>5,736</td>
</tr>
<tr>
<td>Paragon Leather</td>
<td>2,110</td>
</tr>
<tr>
<td>Saigon Entertainment</td>
<td>5,002</td>
</tr>
<tr>
<td>Grinder Promotions</td>
<td>2,286</td>
</tr>
</tbody>
</table>

Total Accounts Receivable | 803,588 |
### SMG - Van Andel Arena & DeVos Place
Grand Rapids - Kent County Convention/Arena Authority
Management Fee Summary
Fiscal Year Ending June 30, 2009

#### MANAGEMENT FEE SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>Arena Estimate</th>
<th>DeVos Place Estimate</th>
<th>Total Estimate</th>
<th>FY 2008 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenue above Expenses</td>
<td>1,287,625</td>
<td>(551,335)</td>
<td>736,290</td>
<td>1,104,394</td>
</tr>
<tr>
<td>Benchmark</td>
<td></td>
<td>700,000</td>
<td></td>
<td>700,000</td>
</tr>
<tr>
<td>Excess</td>
<td>1,287,625</td>
<td>(551,335)</td>
<td>36,290</td>
<td>404,394</td>
</tr>
</tbody>
</table>

Incentive Fee Calculation (Only if above greater than zero)

<table>
<thead>
<tr>
<th></th>
<th>Arena Estimate</th>
<th>DeVos Place Estimate</th>
<th>Total Estimate</th>
<th>Total Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Fee</td>
<td>158,672</td>
<td>158,672</td>
<td>317,343</td>
<td>308,100</td>
</tr>
</tbody>
</table>

|                        |                |                     |                |                |
| Incentive Fee          |                |                     |                |                |
| Revenue                | 5,070,799      | 4,517,611           | 9,588,410      | 10,589,568     |
| Benchmark Revenue      | 4,700,000      | 4,100,000           | 8,800,000      | 8,700,000      |
| Revenue Excess         | 370,799        | 417,611             | 788,410        | 1,889,568      |
| Incentive Fee **       | 158,672        | 158,672             | 211,523        | 308,100        |

Total SMG Management Fee 317,343 317,343 528,866 616,200

** Incentive fee is 25% of the first $500,000 in excess, 30% of remaining capped at base fee amount.
VAN ANDEL ARENA

FINANCIAL STATEMENT
FOR THE PERIOD ENDED MAY 31, 2009

Distribution:

Grand Rapids – Kent County Convention / Arena Authority
Robert White
Bob McClintock
Lewis Dawley
Gary McAneney
Howard Feldman
Richard MacKeigan
Chris Machuta

An SMG Managed Facility
### VAN ANDER ARENA
### ROLLING FORECAST
### FISCAL YEAR ENDING JUNE 30, 2009

<table>
<thead>
<tr>
<th></th>
<th>YTD</th>
<th>ROLL</th>
<th>TOTAL FYE</th>
<th>BUDGET FYE</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO. EVENTS</td>
<td>114</td>
<td>1</td>
<td>115</td>
<td>118</td>
<td>(3)</td>
</tr>
<tr>
<td>ATTENDANCE</td>
<td>591,532</td>
<td>3,000</td>
<td>594,532</td>
<td>666,000</td>
<td>(71,468)</td>
</tr>
<tr>
<td>DIRECT EVENT INCOME</td>
<td>1,206,361</td>
<td>1,000</td>
<td>1,207,361</td>
<td>1,279,191</td>
<td>(71,830)</td>
</tr>
<tr>
<td>ANCILLARY INCOME</td>
<td>1,241,968</td>
<td>3,500</td>
<td>1,245,468</td>
<td>1,598,019</td>
<td>(352,551)</td>
</tr>
<tr>
<td>TOTAL EVENT INCOME</td>
<td>2,448,329</td>
<td>4,500</td>
<td>2,452,829</td>
<td>2,877,210</td>
<td>(424,381)</td>
</tr>
<tr>
<td>TOTAL OTHER INCOME</td>
<td>2,309,740</td>
<td>308,230</td>
<td>2,617,970</td>
<td>2,450,000</td>
<td>167,970</td>
</tr>
<tr>
<td>TOTAL INCOME</td>
<td>4,758,069</td>
<td>312,730</td>
<td>5,070,799</td>
<td>5,327,210</td>
<td>(258,411)</td>
</tr>
</tbody>
</table>

### INDIRECT EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>EXECUTIVE</th>
<th>FINANCE</th>
<th>MARKETING</th>
<th>OPERATIONS</th>
<th>BOX OFFICE</th>
<th>LUXURY SEATING</th>
<th>SKYWALK ADMIN</th>
<th>OVERHEAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXECUTIVE</td>
<td>180,233</td>
<td>20,547</td>
<td>200,780</td>
<td>171,498</td>
<td>14,900</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FINANCE</td>
<td>179,301</td>
<td>18,360</td>
<td>197,661</td>
<td>212,581</td>
<td>37,632</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MARKETING</td>
<td>216,499</td>
<td>21,827</td>
<td>238,326</td>
<td>275,958</td>
<td>34,246</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OPERATIONS</td>
<td>1,412,231</td>
<td>126,824</td>
<td>1,539,055</td>
<td>1,573,301</td>
<td>120,377</td>
<td>37,806</td>
<td>1,005</td>
<td></td>
</tr>
<tr>
<td>BOX OFFICE</td>
<td>122,681</td>
<td>11,100</td>
<td>133,781</td>
<td>120,377</td>
<td>13,404</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LUXURY SEATING</td>
<td>72,950</td>
<td>6,542</td>
<td>79,492</td>
<td>117,298</td>
<td>37,806</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SKYWALK ADMIN</td>
<td>35,691</td>
<td>2,960</td>
<td>38,651</td>
<td>38,856</td>
<td>1,005</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OVERHEAD</td>
<td>1,234,380</td>
<td>120,848</td>
<td>1,355,228</td>
<td>1,402,650</td>
<td>47,422</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL INDIRECT EXP.</td>
<td>3,454,165</td>
<td>329,008</td>
<td>3,783,174</td>
<td>3,913,499</td>
<td>130,325</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### NET REVENUE ABOVE EXPENSES

| NET REVENUE ABOVE EXPENSES | 1,303,904 | (16,278) | 1,287,625 | 1,413,711 | (126,086) |

### LESS INCENTIVE FEE

| LESS INCENTIVE FEE | 158,672 | 158,672 | 157,699 | (773) |

### NET REVENUE ABOVE EXPENSES AFTER INCENTIVE

| NET REVENUE ABOVE EXPENSES AFTER INCENTIVE | 1,303,904 | (174,950) | 1,128,953 | 1,255,612 | (126,859) |

Comments:

The Arena performed consistent with forecast for the month. May saw the end of a very successful season for the Griffins and a surprisingly well attended WWE event as compared to what they have done their last couple of visits.

[Signature]
General Manager

[Signature]
Director of Finance
VAN ANDEL ARENA
FINANCIAL STATEMENT HIGHLIGHTS
FOR MONTH ENDED MAY 31, 2009

The following schedule summarizes operating results for the current month ending May 31, 2009
and the YTD ending June 30, 2009 compared to budget and to the prior year.

<table>
<thead>
<tr>
<th>MONTH</th>
<th>May Actual</th>
<th>May Budget</th>
<th>May FY 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Events</td>
<td>4</td>
<td>6</td>
<td>11</td>
</tr>
<tr>
<td>Attendance</td>
<td>13,472</td>
<td>43,000</td>
<td>75,648</td>
</tr>
<tr>
<td>Direct Event Income</td>
<td>$23,315</td>
<td>$131,105</td>
<td>$291,979</td>
</tr>
<tr>
<td>Ancillary Income</td>
<td>51,704</td>
<td>105,301</td>
<td>222,324</td>
</tr>
<tr>
<td>Other Income</td>
<td>167,159</td>
<td>201,000</td>
<td>272,052</td>
</tr>
<tr>
<td>Indirect Expenses</td>
<td>(274,683)</td>
<td>(312,138)</td>
<td>(271,225)</td>
</tr>
<tr>
<td>Net Income</td>
<td>($32,505)</td>
<td>$125,269</td>
<td>$515,130</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>YTD</th>
<th>YTD 2009</th>
<th>YTD 2009</th>
<th>YTD 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Events</td>
<td>114</td>
<td>112</td>
<td>115</td>
</tr>
<tr>
<td>Attendance</td>
<td>591,532</td>
<td>626,000</td>
<td>648,741</td>
</tr>
<tr>
<td>Direct Event Income</td>
<td>$1,206,361</td>
<td>$1,235,833</td>
<td>$1,508,855</td>
</tr>
<tr>
<td>Ancillary Income</td>
<td>1,241,968</td>
<td>1,550,926</td>
<td>1,431,155</td>
</tr>
<tr>
<td>Other Income</td>
<td>2,309,740</td>
<td>2,211,000</td>
<td>2,258,286</td>
</tr>
<tr>
<td>Indirect Expenses</td>
<td>(3,454,165)</td>
<td>(3,586,649)</td>
<td>(3,380,836)</td>
</tr>
<tr>
<td>Net Income</td>
<td>$1,303,904</td>
<td>$1,411,110</td>
<td>$1,817,460</td>
</tr>
</tbody>
</table>

EVENT INCOME

Event income fell short of budget as 2 concerts were expected to be hosted and only one
was scheduled.

ANCILLARY INCOME

Ancillary income fell short of budget as one less concert was hosted, and while the per caps
were very strong for Slipknot, attendance fell below a concert average.

INDIRECT EXPENSES

Indirect expenses came in under budget for the month as expected.
<table>
<thead>
<tr>
<th>Event Income</th>
<th>Current Month</th>
<th>Actual</th>
<th>Current Month Budget</th>
<th>Variance</th>
<th>Current Month Prior Year</th>
<th>Year to Date Actual</th>
<th>Year to Date Budget</th>
<th>Variance</th>
<th>Year to Date Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Event Income</td>
<td>Rental Income</td>
<td>$38,307</td>
<td>$124,100</td>
<td>$(85,793)</td>
<td>$363,529</td>
<td>$2,044,393</td>
<td>$1,944,300</td>
<td>$100,093</td>
<td>$2,118,401</td>
</tr>
<tr>
<td></td>
<td>Service Revenue</td>
<td>61,886</td>
<td>151,050</td>
<td>(89,164)</td>
<td>440,046</td>
<td>1,851,824</td>
<td>1,406,364</td>
<td>425,460</td>
<td>2,016,137</td>
</tr>
<tr>
<td></td>
<td>Service Expenses</td>
<td>(76,878)</td>
<td>(144,045)</td>
<td>67,167</td>
<td>(314,596)</td>
<td>(2,958,866)</td>
<td>(2,114,831)</td>
<td>(555,025)</td>
<td>(2,923,683)</td>
</tr>
<tr>
<td>Total Direct Event Income</td>
<td>23,315</td>
<td>131,105</td>
<td>(107,790)</td>
<td>291,797</td>
<td>1,206,261</td>
<td>1,235,833</td>
<td>(29,472)</td>
<td>1,508,855</td>
<td></td>
</tr>
<tr>
<td>Ancillary Income</td>
<td>F&amp;B Concession</td>
<td>33,959</td>
<td>66,780</td>
<td>(32,821)</td>
<td>182,478</td>
<td>908,242</td>
<td>1,157,400</td>
<td>(159,158)</td>
<td>1,116,303</td>
</tr>
<tr>
<td></td>
<td>F&amp;B Catering</td>
<td>1,174</td>
<td>11,394</td>
<td>(10,220)</td>
<td>17,085</td>
<td>90,924</td>
<td>124,607</td>
<td>(33,683)</td>
<td>92,375</td>
</tr>
<tr>
<td></td>
<td>Novelties Sales</td>
<td>10,731</td>
<td>25,500</td>
<td>(14,769)</td>
<td>33,642</td>
<td>117,359</td>
<td>238,935</td>
<td>(121,576)</td>
<td>184,881</td>
</tr>
<tr>
<td></td>
<td>Booth Cleaning</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>271</td>
<td>614</td>
<td>0</td>
<td>614</td>
<td>428</td>
</tr>
<tr>
<td></td>
<td>Audio Visual</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2,479</td>
<td>0</td>
<td>2,479</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Other Ancillary</td>
<td>5,840</td>
<td>1,628</td>
<td>4,212</td>
<td>(11,332)</td>
<td>32,350</td>
<td>29,784</td>
<td>2,566</td>
<td>38,168</td>
</tr>
<tr>
<td>Total Ancillary Income</td>
<td>51,704</td>
<td>106,302</td>
<td>(53,698)</td>
<td>222,324</td>
<td>1,241,988</td>
<td>1,550,926</td>
<td>(308,958)</td>
<td>1,431,155</td>
<td></td>
</tr>
<tr>
<td>Other Event Income</td>
<td>Ticket Rebates(Per Event)</td>
<td>18,669</td>
<td>42,083</td>
<td>(23,414)</td>
<td>115,686</td>
<td>323,278</td>
<td>462,917</td>
<td>(139,639)</td>
<td>485,324</td>
</tr>
<tr>
<td>Total Other Event Income</td>
<td>18,669</td>
<td>42,083</td>
<td>(23,414)</td>
<td>115,686</td>
<td>323,278</td>
<td>462,917</td>
<td>(139,639)</td>
<td>485,324</td>
<td></td>
</tr>
<tr>
<td>Total Event Income</td>
<td>93,688</td>
<td>278,490</td>
<td>(184,802)</td>
<td>629,989</td>
<td>2,771,607</td>
<td>3,249,876</td>
<td>(478,069)</td>
<td>3,425,334</td>
<td></td>
</tr>
<tr>
<td>Other Operating Income</td>
<td>Luxury Box Agreements</td>
<td>97,309</td>
<td>96,833</td>
<td>767</td>
<td>99,984</td>
<td>1,366,307</td>
<td>1,065,167</td>
<td>300,140</td>
<td>1,063,287</td>
</tr>
<tr>
<td></td>
<td>Advertising</td>
<td>46,500</td>
<td>51,667</td>
<td>(5,167)</td>
<td>52,500</td>
<td>541,625</td>
<td>568,333</td>
<td>(26,708)</td>
<td>582,125</td>
</tr>
<tr>
<td></td>
<td>Other Income</td>
<td>4,681</td>
<td>10,417</td>
<td>(5,736)</td>
<td>3,882</td>
<td>79,530</td>
<td>114,583</td>
<td>(35,053)</td>
<td>127,550</td>
</tr>
<tr>
<td>Total Other Operating Income</td>
<td>148,490</td>
<td>158,917</td>
<td>(10,427)</td>
<td>156,368</td>
<td>1,866,462</td>
<td>1,748,083</td>
<td>238,379</td>
<td>1,772,962</td>
<td></td>
</tr>
<tr>
<td>Adjusted Gross Income</td>
<td>242,178</td>
<td>437,407</td>
<td>(195,229)</td>
<td>786,355</td>
<td>4,758,069</td>
<td>4,997,759</td>
<td>(239,690)</td>
<td>5,198,266</td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>Salaries and Wages</td>
<td>139,266</td>
<td>150,447</td>
<td>(11,181)</td>
<td>244,000</td>
<td>1,793,709</td>
<td>1,654,920</td>
<td>138,869</td>
<td>1,774,494</td>
</tr>
<tr>
<td></td>
<td>Payroll Taxes and Benefits</td>
<td>29,029</td>
<td>44,864</td>
<td>(15,825)</td>
<td>52,966</td>
<td>484,846</td>
<td>493,397</td>
<td>(8,551)</td>
<td>428,292</td>
</tr>
<tr>
<td></td>
<td>Labor Allocations to Events</td>
<td>(36,372)</td>
<td>(72,236)</td>
<td>35,864</td>
<td>(194,805)</td>
<td>(823,304)</td>
<td>(794,601)</td>
<td>(28,703)</td>
<td>(975,143)</td>
</tr>
<tr>
<td>Net Salaries and Benefits</td>
<td>131,923</td>
<td>123,065</td>
<td>8,858</td>
<td>101,561</td>
<td>1,455,331</td>
<td>1,353,716</td>
<td>101,615</td>
<td>1,223,643</td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>Contracted Services</td>
<td>19,736</td>
<td>23,800</td>
<td>(4,064)</td>
<td>28,601</td>
<td>254,983</td>
<td>261,800</td>
<td>(6,817)</td>
<td>299,413</td>
</tr>
<tr>
<td></td>
<td>General and Administrative</td>
<td>19,079</td>
<td>26,750</td>
<td>(7,653)</td>
<td>27,220</td>
<td>295,214</td>
<td>323,750</td>
<td>(28,536)</td>
<td>268,479</td>
</tr>
<tr>
<td></td>
<td>Operations</td>
<td>2,455</td>
<td>2,933</td>
<td>(478)</td>
<td>5,088</td>
<td>57,142</td>
<td>59,267</td>
<td>(2,125)</td>
<td>49,068</td>
</tr>
<tr>
<td></td>
<td>Repair and Maintenance</td>
<td>6,894</td>
<td>16,667</td>
<td>(11,773)</td>
<td>4,597</td>
<td>176,650</td>
<td>205,333</td>
<td>(28,683)</td>
<td>150,540</td>
</tr>
<tr>
<td></td>
<td>Operational Supplies</td>
<td>2,055</td>
<td>18,342</td>
<td>(16,287)</td>
<td>10,529</td>
<td>112,043</td>
<td>201,758</td>
<td>(89,715)</td>
<td>187,070</td>
</tr>
<tr>
<td></td>
<td>Insurance</td>
<td>5,028</td>
<td>10,106</td>
<td>(5,078)</td>
<td>15,839</td>
<td>118,985</td>
<td>140,400</td>
<td>(21,415)</td>
<td>138,352</td>
</tr>
<tr>
<td></td>
<td>Utilities</td>
<td>74,272</td>
<td>73,317</td>
<td>955</td>
<td>64,952</td>
<td>838,368</td>
<td>895,887</td>
<td>(57,519)</td>
<td>923,058</td>
</tr>
<tr>
<td></td>
<td>SMG Management Fees</td>
<td>13,223</td>
<td>13,168</td>
<td>65</td>
<td>12,838</td>
<td>146,449</td>
<td>144,738</td>
<td>711</td>
<td>141,213</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>274,683</td>
<td>312,138</td>
<td>(37,455)</td>
<td>271,225</td>
<td>3,454,165</td>
<td>3,586,649</td>
<td>(132,484)</td>
<td>3,380,836</td>
<td></td>
</tr>
<tr>
<td>Net Income(Loss) From Operations</td>
<td>(32,505)</td>
<td>125,269</td>
<td>(157,774)</td>
<td>515,130</td>
<td>1,303,904</td>
<td>1,411,110</td>
<td>(107,208)</td>
<td>1,817,460</td>
<td></td>
</tr>
<tr>
<td>Other Non-Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted Net Income(Loss)</td>
<td>(32,505)</td>
<td>125,269</td>
<td>(157,774)</td>
<td>515,130</td>
<td>1,303,904</td>
<td>1,411,110</td>
<td>(107,208)</td>
<td>1,817,460</td>
<td></td>
</tr>
<tr>
<td>Event Type</td>
<td>Events/Days</td>
<td>Attendance</td>
<td>Total Event Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>-------------</td>
<td>------------</td>
<td>--------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Actual</td>
<td>Budget</td>
<td>Actual</td>
<td>Budget</td>
<td>Actual</td>
<td>Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family Show</td>
<td>24</td>
<td>18</td>
<td>90,696</td>
<td>63,500</td>
<td>505,272</td>
<td>188,840</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sporting Event</td>
<td>16</td>
<td>18</td>
<td>64,116</td>
<td>97,500</td>
<td>421,822</td>
<td>536,594</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concert</td>
<td>18</td>
<td>22</td>
<td>125,599</td>
<td>180,000</td>
<td>1,228,458</td>
<td>1,999,930</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team Home Games</td>
<td>45</td>
<td>46</td>
<td>256,132</td>
<td>248,000</td>
<td>620,906</td>
<td>423,433</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>11</td>
<td>7</td>
<td>54,989</td>
<td>34,000</td>
<td>293,632</td>
<td>100,879</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRAND TOTALS</td>
<td>114</td>
<td>111</td>
<td>591,532</td>
<td>623,000</td>
<td>3,070,090</td>
<td>3,249,676</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As Percentage of Overall

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Actual</th>
<th>Budget</th>
<th>Actual</th>
<th>Budget</th>
<th>Actual</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Show</td>
<td>21.05%</td>
<td>16.22%</td>
<td>15.33%</td>
<td>10.19%</td>
<td>16.46%</td>
<td>5.81%</td>
</tr>
<tr>
<td>Sporting Event</td>
<td>14.04%</td>
<td>16.22%</td>
<td>10.84%</td>
<td>15.65%</td>
<td>13.74%</td>
<td>16.51%</td>
</tr>
<tr>
<td>Concert</td>
<td>15.79%</td>
<td>19.82%</td>
<td>21.23%</td>
<td>28.89%</td>
<td>40.01%</td>
<td>61.54%</td>
</tr>
<tr>
<td>Team Home Games</td>
<td>39.47%</td>
<td>41.44%</td>
<td>43.30%</td>
<td>39.81%</td>
<td>20.22%</td>
<td>13.03%</td>
</tr>
<tr>
<td>Other</td>
<td>9.65%</td>
<td>6.31%</td>
<td>9.30%</td>
<td>5.46%</td>
<td>9.56%</td>
<td>3.10%</td>
</tr>
</tbody>
</table>

4
Van Andel Arena  
Balance Sheet  
For the Eleven Months Ending May 31, 2009

## ASSETS

| Current Assets |  
|----------------|----------------|
| Cash           | 3,586,625      |
| Account Receivable | 549,777   |
| Prepaid Expenses | 157,929    |

**Total Current Assets**  
$4,294,331

**Total Assets**  
$4,294,331

## LIABILITIES AND EQUITY

| Current Liabilities |  
|---------------------|----------------|
| Accounts Payable    | 147,508        |
| Accrued Expenses    | 876,180        |
| Deferred Income     | 710,931        |
| Advanced Ticket Sales & Deposits | 2,696,973 |

**Total Current Liabilities**  
$4,431,592

**Other Liabilities**  

| Equity |  
|--------|----------------|
| Funds Remitted to CAA | (2,616,913) |
| Expenses Paid Directly by CAA | 777,269 |
| Beginning Balance Equity | 398,478 |
| Current Year Equity | 1,303,905 |

**Total Equity**  
($137,261)

**Total Liabilities and Equity**  
$4,294,331
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current - Under 30 Days</td>
<td></td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>99,712</td>
</tr>
<tr>
<td>Ticketing</td>
<td>43,005</td>
</tr>
<tr>
<td>Merchandise</td>
<td></td>
</tr>
<tr>
<td>Permanent Advertising</td>
<td></td>
</tr>
<tr>
<td>DeVos Place</td>
<td>26,429</td>
</tr>
<tr>
<td>Operating</td>
<td>198,272</td>
</tr>
<tr>
<td>Over 30 Days</td>
<td>113,859</td>
</tr>
<tr>
<td>Over 60 Days</td>
<td>68,500</td>
</tr>
<tr>
<td>Over 90 Days</td>
<td></td>
</tr>
<tr>
<td>Total Accounts Receivable</td>
<td>549,777</td>
</tr>
</tbody>
</table>
SMG - Van Andel Arena & DeVos Place  
Grand Rapids - Kent County Convention/Arena Authority  
Management Fee Summary  
Fiscal Year Ending June 30, 2009

**MANAGEMENT FEE SUMMARY**

<table>
<thead>
<tr>
<th></th>
<th>Arena Estimate</th>
<th>DeVos Place Estimate</th>
<th>Total Estimate</th>
<th>FY 2008 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenue above Expenses</td>
<td>1,287,625</td>
<td>(551,335)</td>
<td>736,290</td>
<td>1,104,394</td>
</tr>
<tr>
<td>Benchmark</td>
<td></td>
<td></td>
<td>700,000</td>
<td>700,000</td>
</tr>
<tr>
<td>Excess</td>
<td>1,287,625</td>
<td>(551,335)</td>
<td>736,290</td>
<td>404,394</td>
</tr>
</tbody>
</table>

**Incentive Fee Calculation (Only if above greater than zero)**

<table>
<thead>
<tr>
<th></th>
<th>Arena Estimate</th>
<th>DeVos Place Estimate</th>
<th>Total Estimate</th>
<th>Total Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Fee</td>
<td>158,672</td>
<td>158,672</td>
<td>317,343</td>
<td>308,100</td>
</tr>
<tr>
<td>Incentive Fee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>5,070,799</td>
<td>4,517,611</td>
<td>9,588,410</td>
<td>10,589,568</td>
</tr>
<tr>
<td>Benchmark Revenue</td>
<td>4,700,000</td>
<td>4,100,000</td>
<td>8,800,000</td>
<td>8,700,000</td>
</tr>
<tr>
<td>Revenue Excess</td>
<td>370,799</td>
<td>417,611</td>
<td>788,410</td>
<td>1,889,568</td>
</tr>
<tr>
<td>Incentive Fee **</td>
<td>158,672</td>
<td>158,672</td>
<td>211,523</td>
<td>308,100</td>
</tr>
<tr>
<td>Total SMG Management Fee</td>
<td>317,343</td>
<td>317,343</td>
<td>528,866</td>
<td>616,200</td>
</tr>
</tbody>
</table>

**Incentive fee is 25% of the first $500,000 in excess, 30% of remaining capped at base fee amount.**
Memorandum

To: CAA Board Members
From: Susan Waddell, Administrative Manager
Date: June 11, 2009
Re: CAA Financial Statements

The following is a summary of financial activity in the two operating accounts as of May 29, 2009:

<table>
<thead>
<tr>
<th>1050: Operations</th>
<th>1070: Kent County Operating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Balance</td>
<td>$242,512.89</td>
</tr>
<tr>
<td>Cleared Transactions</td>
<td>-86,807.20</td>
</tr>
<tr>
<td>Cleared Balance</td>
<td>329,320.09</td>
</tr>
<tr>
<td>Uncleared Transactions</td>
<td>-27,783.30</td>
</tr>
<tr>
<td>Register Balance</td>
<td>$301,536.79</td>
</tr>
</tbody>
</table>

1. The trend of reduced interest income continues due to declining interest rates.
2. Due to timing issues, parking revenue and parking management are behind budget.
3. Several projects including Van Andel Arena® removable seating, northwest concourse expansion, and upper bowl curtain system have been deferred, resulting in a significant reduction in capital replacement projects.

If you have any questions or would like additional information, please contact me at 742-6594 or swaddell@smgpr.com. Thank you.
# Grand Rapids-Kent County Convention/Arena Authority

## Balance Sheet

**As of May 29, 2009**

**ASSETS**

### Current Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Checking/Savings</td>
<td></td>
</tr>
<tr>
<td>1040 · Cash - Operations - SMG</td>
<td>4,319,835.10</td>
</tr>
<tr>
<td>1050 · Operations - Cash</td>
<td>301,536.79</td>
</tr>
<tr>
<td>Total Checking/Savings</td>
<td>4,621,371.89</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td></td>
</tr>
<tr>
<td>1070 · Kent County - Operating</td>
<td></td>
</tr>
<tr>
<td>1200 · Accounts Receivable</td>
<td>22,718,401.73</td>
</tr>
<tr>
<td>1300 · Prepaid Expenses</td>
<td>1,227,456.17</td>
</tr>
<tr>
<td>1600 · Advances/Deposits Receivable</td>
<td>189,100.35</td>
</tr>
<tr>
<td>Total Other Current Assets</td>
<td>21,884,958.18</td>
</tr>
</tbody>
</table>

Total Current Assets: 26,506,330.07

### Fixed Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings &amp; Structures</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>-83,557.38</td>
</tr>
<tr>
<td>Original Cost</td>
<td>322,431.00</td>
</tr>
<tr>
<td>Total Buildings &amp; Structures</td>
<td>238,873.62</td>
</tr>
<tr>
<td>Equip</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>-682,930.97</td>
</tr>
<tr>
<td>Original Cost</td>
<td>1,063,917.04</td>
</tr>
<tr>
<td>Total Equip</td>
<td>380,986.07</td>
</tr>
<tr>
<td>Vehicles</td>
<td>43,914.30</td>
</tr>
<tr>
<td>Total Fixed Assets</td>
<td>663,773.99</td>
</tr>
</tbody>
</table>

**TOTAL ASSETS**: 27,170,104.06

**LIABILITIES & EQUITY**

### Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td></td>
</tr>
<tr>
<td>2000 · Accounts Payable</td>
<td>97,021.98</td>
</tr>
<tr>
<td>2009 · Accounts payable - SMG</td>
<td>665,803.17</td>
</tr>
<tr>
<td>Total Accounts Payable</td>
<td>762,825.15</td>
</tr>
<tr>
<td>Other Current Liabilities</td>
<td></td>
</tr>
<tr>
<td>2200 · Accrued Expenses</td>
<td>1,097,477.61</td>
</tr>
<tr>
<td>2210 · Advance Ticket Sales</td>
<td>1,882,333.73</td>
</tr>
<tr>
<td>2220 · Advance deposits</td>
<td>291,472.00</td>
</tr>
<tr>
<td>2500 · Deferred facility income</td>
<td>1,077,282.74</td>
</tr>
<tr>
<td>Total Other Current Liabilities</td>
<td>4,348,566.06</td>
</tr>
</tbody>
</table>

Total Current Liabilities: 5,111,391.23

Total Liabilities: 5,111,391.23

### Equity

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>3000 · Opening Bal Equity</td>
<td>37,035,584.45</td>
</tr>
<tr>
<td>3900 · Retained Earnings</td>
<td>-13,430,836.02</td>
</tr>
<tr>
<td>Net Income</td>
<td>-1,546,035.60</td>
</tr>
<tr>
<td>Total Equity</td>
<td>22,058,712.83</td>
</tr>
</tbody>
</table>

**TOTAL LIABILITIES & EQUITY**: 27,170,104.06
<table>
<thead>
<tr>
<th>Income</th>
<th>Jul 1, '08 - May 29, 09</th>
<th>Budget</th>
<th>$ Over Budget</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>4000 - State of Michigan Support</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>4010 - City of Grand Rapids Support</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>4020 - CBNA Capital Contributions</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>4030 - Federal Support</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>4040 - Private Support</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>4050 - DDA Support</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>4051 - DDA - capital replacement</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>4052 - DDA - project support</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>4060 - In-kind Support</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>4065 - Transfer from Operating Fund</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>4500 - Interest on Investments</td>
<td>513,469.03</td>
<td>676,173.77</td>
<td>-162,704.74</td>
<td>75.9%</td>
</tr>
<tr>
<td>4530 - Facility Operations</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>4531 - Charges for services</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>4840 - Land Lease</td>
<td>140,681.35</td>
<td>128,888.77</td>
<td>11,992.58</td>
<td>108.3%</td>
</tr>
<tr>
<td>4845 - Parking Revenues</td>
<td>752,034.75</td>
<td>845,859.68</td>
<td>-93,824.93</td>
<td>99.9%</td>
</tr>
<tr>
<td>4850 - Miscellaneous Revenue</td>
<td>112,293.00</td>
<td>58,709.68</td>
<td>53,583.32</td>
<td>191.3%</td>
</tr>
<tr>
<td>4870 - Transfers In</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>4875 - From(To) Fund Balance</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>9993 - Transfer from Construction Fund</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>9994 - Retainage Interest Income</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>1,518,478.13</strong></td>
<td><strong>1,709,431.90</strong></td>
<td><strong>-190,953.77</strong></td>
<td><strong>88.8%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5000 - Architectural and Engineering</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>5010 - Construction Material Testing</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>5020 - Construction in Progress-GMP</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>5030 - Equipment Rental</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>5040 - Space Rental</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>6000 - Professional Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6001 - Accounting/Auditing Services</td>
<td>28,322.76</td>
<td>34,621.74</td>
<td>-6,298.98</td>
<td>81.8%</td>
</tr>
<tr>
<td>6040 - Legal Services</td>
<td>-106,048.04</td>
<td>31,887.87</td>
<td>-137,935.91</td>
<td>-332.5%</td>
</tr>
<tr>
<td>6000 - Professional Services - Other</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total 6000 - Professional Services</strong></td>
<td><strong>-77,725.28</strong></td>
<td><strong>66,509.61</strong></td>
<td><strong>-144,234.89</strong></td>
<td><strong>-116.9%</strong></td>
</tr>
<tr>
<td>6050 - Project Mgt/Owner's Rep</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>6060 - Other Contractual Services</td>
<td>149,588.78</td>
<td>263,359.26</td>
<td>-113,770.48</td>
<td>56.8%</td>
</tr>
<tr>
<td>6065 - Pedestrian Safety</td>
<td>72,255.99</td>
<td>79,490.03</td>
<td>-7,234.04</td>
<td>99.0%</td>
</tr>
<tr>
<td>6068 - Parking Management</td>
<td>186,467.00</td>
<td>256,513.65</td>
<td>-70,046.65</td>
<td>72.7%</td>
</tr>
<tr>
<td>6070 - Facility Management Fees</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>6100 - Other Supplies &amp; Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6010 - Bank Fees</td>
<td>618.56</td>
<td>618.56</td>
<td>0.00</td>
<td>100.0%</td>
</tr>
<tr>
<td>6020 - Computer Services</td>
<td>265.98</td>
<td>265.98</td>
<td>0.00</td>
<td>100.0%</td>
</tr>
<tr>
<td>6030 - Insurance-Property/Liability</td>
<td>20,673.00</td>
<td>22,000.00</td>
<td>-1,327.00</td>
<td>94.0%</td>
</tr>
<tr>
<td>6101 - Advertising/Promo/Publicity</td>
<td>1,690.00</td>
<td>1,690.00</td>
<td>0.00</td>
<td>100.0%</td>
</tr>
<tr>
<td>6110 - Meeting Expense</td>
<td>8,346.73</td>
<td>9,109.26</td>
<td>-762.53</td>
<td>90.5%</td>
</tr>
<tr>
<td>6120 - Supplies</td>
<td>5,450.16</td>
<td>4,549.16</td>
<td>901.00</td>
<td>100.0%</td>
</tr>
<tr>
<td>6130 - Postage/Express</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>6140 - Printing and Binding</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>6160 - Other Supplies &amp; Expenses - Other</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total 6100 - Other Supplies &amp; Expenses</strong></td>
<td><strong>36,974.95</strong></td>
<td><strong>35,658.42</strong></td>
<td><strong>1,316.53</strong></td>
<td><strong>3.7%</strong></td>
</tr>
<tr>
<td>6125 - Transfer to Construction Acct</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>6150 - Project-Related Travel</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>6160 - Facility Repair and Maintenance</td>
<td>23,484.85</td>
<td>23,484.85</td>
<td>0.00</td>
<td>100.0%</td>
</tr>
<tr>
<td>6200 - Capital Replacement Projects</td>
<td>360,899.45</td>
<td>1,680,510.48</td>
<td>-1,319,621.03</td>
<td>21.5%</td>
</tr>
<tr>
<td>6210 - F&amp;B Repair &amp; Maintenance</td>
<td>12,219.20</td>
<td>41,008.06</td>
<td>-28,788.86</td>
<td>29.8%</td>
</tr>
</tbody>
</table>

| 6300 - Utilities Expense | | | | |
| 6301 - Electricity | 1,109,781.46 | 1,183,164.03 | -73,382.57 | 99.9% |
| 6310 - Natural Gas | 22,510.25 | 16,444.26 | 6,065.99 | 138.7% |
| 6320 - Steam | 665,999.77 | 1,105,498.88 | -439,499.11 | 60.2% |
| 6330 - Telephone | 0.00 | 0.00 | 0.00 | 0.0% |
| 6340 - Water & Sewer | 97,366.24 | 102,520.16 | -4,953.92 | 95.2% |
| 6360 - Utilities Expense - Other | 0.00 | 0.00 | 0.00 | 0.0% |
| **Total 6300 - Utilities Expense** | **1,896,157.72** | **2,407,647.13** | **-511,489.41** | **27.8%** |

| 6410 - Interest & Paying Agent Fees | 0.00 | 0.00 | 0.00 | 0.0% |
| 6500 - DIF Assessment | 53,138.59 | 52,900.00 | 238.59 | 100.5% |
| 6560 - Payroll Expense | 0.00 | 0.00 | 0.00 | 0.0% |
| 6570 - Depreciation Expense | 0.00 | 0.00 | 0.00 | 0.0% |
| 6575 - Amortization Expense | 0.00 | 0.00 | 0.00 | 0.0% |
| 6600 - SMG Incentive Fees | 308,100.00 | 308,100.00 | 0.00 | 100.0% |
| 7000 - In-kind Expense | 0.00 | 0.00 | 0.00 | 0.0% |
| 7100 - Transfers Out | 0.00 | 0.00 | 0.00 | 0.0% |
# Grand Rapids-Kent County Convention/Arena Authority
## Profit & Loss Budget vs. Actual
### July 1, 2008 through May 29, 2009

<table>
<thead>
<tr>
<th></th>
<th>Jul 1, '08 - May 29, 09</th>
<th>Budget</th>
<th>$ Over Budget</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8000 - Personal Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8001 - Employee Wages</td>
<td>51,222.35</td>
<td>36,994.74</td>
<td>14,227.61</td>
<td>138.5%</td>
</tr>
<tr>
<td>8030 - Employee Benefits</td>
<td>15,224.98</td>
<td>18,645.00</td>
<td>-3,420.02</td>
<td>81.7%</td>
</tr>
<tr>
<td>8000 - Personal Services - Other</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total 8000 - Personal Services</strong></td>
<td>66,447.33</td>
<td>55,639.74</td>
<td>10,807.59</td>
<td>119.4%</td>
</tr>
<tr>
<td><strong>8500 - Loss on transfer of assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>9595 - Retainage Disbursements</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>9596 - Transfer to Retainage Account</strong></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>3,064,513.73</td>
<td>4,962,721.03</td>
<td>-1,898,207.30</td>
<td>61.8%</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>-1,546,035.60</td>
<td>-3,253,289.13</td>
<td>1,707,253.53</td>
<td>47.5%</td>
</tr>
</tbody>
</table>
# Grand Rapids-Kent County Convention/Arena Authority
## Profit & Loss Prev Year Comparison

**July 1, 2008 through May 29, 2009**

### Accrual Basis

<table>
<thead>
<tr>
<th>Income</th>
<th>Jul 1, '08 - May 29, 09</th>
<th>Jul 1, '07 - May 29, 08</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>4040: Private Support</td>
<td>0.00</td>
<td>50,000.00</td>
<td>-50,000.00</td>
<td>-100.0%</td>
</tr>
<tr>
<td>4520: Interest on Investments</td>
<td>513,469.03</td>
<td>834,603.88</td>
<td>-321,134.85</td>
<td>-38.5%</td>
</tr>
<tr>
<td>4540: Land Lease</td>
<td>140,681.35</td>
<td>81,007.00</td>
<td>59,674.35</td>
<td>73.7%</td>
</tr>
<tr>
<td>4545: Parking Revenues</td>
<td>752,034.75</td>
<td>808,187.00</td>
<td>-56,152.25</td>
<td>-7.0%</td>
</tr>
<tr>
<td>4550: Miscellaneous Revenue</td>
<td>112,293.00</td>
<td>730.50</td>
<td>111,562.50</td>
<td>15,272.1%</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>1,518,478.13</strong></td>
<td><strong>1,774,528.38</strong></td>
<td><strong>-256,050.25</strong></td>
<td><strong>-14.4%</strong></td>
</tr>
</tbody>
</table>

### Expense

| 6000: Professional Services | 28,322.76 | 28,138.42 | -184.34 | -0.6% |
| 6040: Legal Services | -106,048.04 | 10,414.00 | -116,462.04 | -1,118.3% |
| **Total 6000: Professional Services** | **-77,725.28** | **39,552.92** | **-117,278.20** | **-296.5%** |
| 6060: Other Contractual Services | 149,586.78 | 98,517.07 | 51,069.71 | 51.8% |
| 6065: Pedestrian Safety | 72,255.99 | 46,117.87 | 26,138.12 | 56.7% |
| 6088: Parking Management | 186,467.00 | 249,253.43 | -62,786.43 | -25.2% |
| 6100: Other Supplies & Expenses | 618.56 | 499.09 | 119.47 | 23.9% |
| 6200: Computer Services | 295.98 | 634.90 | -338.92 | -53.4% |
| 6300: Insurance-Property/Liability | 20,673.00 | 20,258.00 | 415.00 | 2.1% |
| 6101: Advertising/Promot/Publicity | 1,690.00 | 0.00 | 1,690.00 | 100.0% |
| 6110: Meeting Expense | 8,246.73 | 357.76 | 7,888.97 | 2,205.1% |
| 6120: Supplies | 5,450.68 | 188.34 | 5,262.34 | 2,794.1% |
| **Total 6100: Other Supplies & Expenses** | **36,974.95** | **21,938.09** | **15,036.86** | **68.5%** |
| 6160: Facility Repair and Maintenance | 0.00 | 4,219.20 | -4,219.20 | -100.0% |
| 6200: Capital Replacement Projects | 360,886.45 | 516,593.17 | -155,706.72 | -30.1% |
| 6210: F&B Repair & Maintenance | 12,219.20 | 27,850.37 | -15,631.17 | -56.1% |
| **Total 6300: Utilities Expense** | **1,106,781.46** | **1,068,221.80** | **38,559.66** | **3.6%** |
| 6310: Natural Gas | 22,810.25 | 11,885.08 | 10,925.17 | 91.9% |
| 6320: Steam | 665,999.77 | 963,518.45 | -297,518.68 | -30.0% |
| 6340: Water & Sewer | 97,588.24 | 107,732.27 | -10,143.03 | -9.4% |
| **Total 6300: Utilities Expense** | **1,896,157.72** | **2,181,357.60** | **-285,200.88** | **-13.1%** |
| 6500: DID Assessment | 53,138.59 | 51,350.58 | 1,788.01 | 3.5% |
| 6800: SMG Incentive Fees | 308,100.00 | 300,000.00 | 8,100.00 | 2.7% |
| 8000: Personal Services | 51,222.35 | 54,173.50 | -2,951.15 | -5.5% |
| 8030: Employee Benefits | 15,224.98 | 18,575.15 | -3,350.17 | -18.0% |
| **Total 8000: Personal Services** | **66,447.33** | **72,748.65** | **-6,301.32** | **-8.7%** |
| **Total Expense** | **3,064,513.73** | **3,609,486.75** | **-544,973.02** | **-15.1%** |
| **Net Income** | **-1,546,035.60** | **-1,834,970.37** | **288,934.77** | **16.8%** |
DE VOS PLACE

OPERATING BUDGET
FISCAL YEAR ENDING JUNE 30, 2010

***INCLUDES MARCH ROLLING FORECAST***

Distribution:

Grand Rapids – Kent County Convention / Arena Authority
Robert White
Bob McClintock
Lewis Dawley
Gary McAneney
Howard Feldman
Richard MacKeigan
Chris Machuta

SMG
An SMG Managed Facility
## Event Income

**Direct Event Income**

<table>
<thead>
<tr>
<th></th>
<th>FY 2010 Budget</th>
<th>FY XXXX Rolling Forecast</th>
<th>Variance More / (Less)</th>
<th>Percentage Change Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental Income</td>
<td>2,445,000</td>
<td>2,684,363</td>
<td>(239,363)</td>
<td>-8.92%</td>
</tr>
<tr>
<td>Service Income</td>
<td>1,918,000</td>
<td>1,961,544</td>
<td>(43,544)</td>
<td>-2.22%</td>
</tr>
<tr>
<td>Service Expenses</td>
<td>(2,100,000)</td>
<td>(2,125,247)</td>
<td>25,247</td>
<td>-1.19%</td>
</tr>
<tr>
<td><strong>Total Direct Event Income</strong></td>
<td><strong>2,263,000</strong></td>
<td><strong>2,520,660</strong></td>
<td><strong>(257,660)</strong></td>
<td><strong>-10.22%</strong></td>
</tr>
</tbody>
</table>

**Ancillary Income**

<table>
<thead>
<tr>
<th></th>
<th>FY 2010 Budget</th>
<th>FY XXXX Rolling Forecast</th>
<th>Variance More / (Less)</th>
<th>Percentage Change Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>F &amp; B Concessions</td>
<td>132,875</td>
<td>132,324</td>
<td>551</td>
<td>0.42%</td>
</tr>
<tr>
<td>F &amp; B Catering</td>
<td>767,625</td>
<td>653,686</td>
<td>113,939</td>
<td>17.43%</td>
</tr>
<tr>
<td>Novelty Sales</td>
<td>11,000</td>
<td>11,493</td>
<td>(493)</td>
<td>-4.29%</td>
</tr>
<tr>
<td>Booth Cleaning</td>
<td>277,185</td>
<td>264,710</td>
<td>12,475</td>
<td>4.71%</td>
</tr>
<tr>
<td><strong>Total Ancillary Income</strong></td>
<td><strong>2,277,255</strong></td>
<td><strong>1,937,508</strong></td>
<td><strong>339,747</strong></td>
<td><strong>17.54%</strong></td>
</tr>
</tbody>
</table>

**Other Event Income**

<table>
<thead>
<tr>
<th></th>
<th>FY 2010 Budget</th>
<th>FY XXXX Rolling Forecast</th>
<th>Variance More / (Less)</th>
<th>Percentage Change Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ticket Rebates (Per Event)</td>
<td>114,500</td>
<td>145,681</td>
<td>(31,181)</td>
<td>-21.40%</td>
</tr>
<tr>
<td><strong>Total Other Event Income</strong></td>
<td><strong>114,500</strong></td>
<td><strong>145,681</strong></td>
<td><strong>(31,181)</strong></td>
<td><strong>-21.40%</strong></td>
</tr>
</tbody>
</table>

**Total Event Income**

<table>
<thead>
<tr>
<th></th>
<th>FY 2010 Budget</th>
<th>FY XXXX Rolling Forecast</th>
<th>Variance More / (Less)</th>
<th>Percentage Change Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Operating Income</td>
<td>58,000</td>
<td>48,500</td>
<td>9,500</td>
<td>19.59%</td>
</tr>
<tr>
<td><strong>Adjusted Gross Income</strong></td>
<td><strong>4,712,755</strong></td>
<td><strong>4,652,349</strong></td>
<td><strong>60,406</strong></td>
<td><strong>1.30%</strong></td>
</tr>
</tbody>
</table>

**Operating Expenses**

<table>
<thead>
<tr>
<th></th>
<th>FY 2010 Budget</th>
<th>FY XXXX Rolling Forecast</th>
<th>Variance More / (Less)</th>
<th>Percentage Change Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Salaries and Wages</td>
<td>2,676,305</td>
<td>2,654,916</td>
<td>(21,389)</td>
<td>-0.81%</td>
</tr>
<tr>
<td>Benefits</td>
<td>736,082</td>
<td>680,196</td>
<td>(55,886)</td>
<td>-8.22%</td>
</tr>
<tr>
<td>Less: Event Labor Allocations</td>
<td>(1,174,390)</td>
<td>(1,110,532)</td>
<td>71,998</td>
<td>-6.53%</td>
</tr>
<tr>
<td>Net Employee Wages and Benefits</td>
<td>2,237,857</td>
<td>2,223,580</td>
<td>(5,277)</td>
<td>-0.24%</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>254,400</td>
<td>293,466</td>
<td>39,066</td>
<td>13.31%</td>
</tr>
<tr>
<td>General and Administrative</td>
<td>345,220</td>
<td>301,471</td>
<td>(43,749)</td>
<td>-14.15%</td>
</tr>
<tr>
<td>Operations</td>
<td>141,880</td>
<td>112,704</td>
<td>(29,176)</td>
<td>-25.89%</td>
</tr>
<tr>
<td>Repair &amp; Maintenance</td>
<td>503,291</td>
<td>487,141</td>
<td>(16,150)</td>
<td>-3.25%</td>
</tr>
<tr>
<td>Supplies</td>
<td>258,000</td>
<td>245,577</td>
<td>(12,423)</td>
<td>-5.06%</td>
</tr>
<tr>
<td>Insurance</td>
<td>209,561</td>
<td>216,840</td>
<td>7,279</td>
<td>3.36%</td>
</tr>
<tr>
<td>Utilities</td>
<td>1,698,200</td>
<td>1,428,256</td>
<td>(269,944)</td>
<td>-18.90%</td>
</tr>
<tr>
<td>SMG Management Fees</td>
<td>158,671</td>
<td>158,672</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Less: Expenses Allocated</td>
<td>(254,715)</td>
<td>(247,050)</td>
<td>7,665</td>
<td>-3.10%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>5,532,345</strong></td>
<td><strong>5,229,657</strong></td>
<td><strong>(322,688)</strong></td>
<td><strong>-6.17%</strong></td>
</tr>
</tbody>
</table>

**Net Income (Loss) From Operations**

<table>
<thead>
<tr>
<th></th>
<th>FY 2010 Budget</th>
<th>FY XXXX Rolling Forecast</th>
<th>Variance More / (Less)</th>
<th>Percentage Change Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(839,590)</td>
<td>(577,308)</td>
<td>(262,282)</td>
<td>45.43%</td>
</tr>
</tbody>
</table>

**Other Income (Expenses)**

<table>
<thead>
<tr>
<th></th>
<th>FY 2010 Budget</th>
<th>FY XXXX Rolling Forecast</th>
<th>Variance More / (Less)</th>
<th>Percentage Change Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(10,000)</td>
<td>(17,000)</td>
<td>7,000</td>
<td>-41.18%</td>
</tr>
</tbody>
</table>

**Net Income After Other Income (Expenses)**

<table>
<thead>
<tr>
<th></th>
<th>FY 2010 Budget</th>
<th>FY XXXX Rolling Forecast</th>
<th>Variance More / (Less)</th>
<th>Percentage Change Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(849,590)</td>
<td>(594,308)</td>
<td>(255,282)</td>
<td>42.95%</td>
</tr>
</tbody>
</table>
DeVos Place  
Fiscal Year Ending June 30, 2010  
Lead Income Statement

<table>
<thead>
<tr>
<th>Services Billed</th>
<th>Prior Year FY XXXX Rolling Total</th>
<th>Variance More / (Less)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>29,644</td>
<td>30,317 (673)</td>
</tr>
<tr>
<td>Changeover</td>
<td>10,301</td>
<td>10,535 (234)</td>
</tr>
<tr>
<td>Stagehands</td>
<td>1,118,632</td>
<td>1,205,390 (86,758)</td>
</tr>
<tr>
<td>Security</td>
<td>225,104</td>
<td>204,647 20,457</td>
</tr>
<tr>
<td>Ushers/Ticket Takers</td>
<td>145,254</td>
<td>148,552 (3,298)</td>
</tr>
<tr>
<td>Box Office - Labor</td>
<td>18,483</td>
<td>18,903 (420)</td>
</tr>
<tr>
<td>Box Office - Ticketing Services</td>
<td>191,880</td>
<td>160,442 31,438</td>
</tr>
<tr>
<td>Utilities</td>
<td>9,732</td>
<td>9,953 (221)</td>
</tr>
<tr>
<td>City/Police/Fire</td>
<td>15,761</td>
<td>16,119 (358)</td>
</tr>
<tr>
<td>EMT's</td>
<td>33,941</td>
<td>34,712 (771)</td>
</tr>
<tr>
<td>Cleaning</td>
<td>33,270</td>
<td>34,025 (755)</td>
</tr>
<tr>
<td>Insurance</td>
<td>4,905</td>
<td>5,016 (111)</td>
</tr>
<tr>
<td>Group Sales Commission</td>
<td>1,875</td>
<td>1,918 (43)</td>
</tr>
<tr>
<td>Telephone</td>
<td>3,102</td>
<td>3,172 (70)</td>
</tr>
<tr>
<td>Other Production</td>
<td>76,114</td>
<td>77,842 (1,728)</td>
</tr>
<tr>
<td><strong>Total Services Billed</strong></td>
<td><strong>1,917,998</strong></td>
<td><strong>1,961,543 (43,545)</strong></td>
</tr>
</tbody>
</table>

Gross Services Expense

<table>
<thead>
<tr>
<th>Services Billed</th>
<th>Prior Year FY XXXX Rolling Total</th>
<th>Variance More / (Less)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>51,999</td>
<td>52,624 (625)</td>
</tr>
<tr>
<td>Stagehands</td>
<td>1,079,715</td>
<td>1,092,697 (12,982)</td>
</tr>
<tr>
<td>Security</td>
<td>312,299</td>
<td>316,054 (3,755)</td>
</tr>
<tr>
<td>Ushers/Ticket Takers</td>
<td>99,352</td>
<td>100,547 (1,195)</td>
</tr>
<tr>
<td>Box Office - Labor</td>
<td>24,312</td>
<td>24,604 (292)</td>
</tr>
<tr>
<td>Box Office - Ticketing Services</td>
<td>45,333</td>
<td>45,878 (545)</td>
</tr>
<tr>
<td>City/Police/Fire</td>
<td>11,353</td>
<td>11,490 (137)</td>
</tr>
<tr>
<td>EMT's</td>
<td>30,960</td>
<td>31,332 (372)</td>
</tr>
<tr>
<td>Cleaning</td>
<td>329,363</td>
<td>333,323 (3,960)</td>
</tr>
<tr>
<td>Insurance</td>
<td>4,360</td>
<td>4,412 (52)</td>
</tr>
<tr>
<td>Group Sales Commission</td>
<td>1,661</td>
<td>1,681 (20)</td>
</tr>
<tr>
<td>Telephone</td>
<td>631</td>
<td>639 (8)</td>
</tr>
<tr>
<td>Other Production</td>
<td>108,662</td>
<td>109,969 (1,307)</td>
</tr>
<tr>
<td><strong>Total Services Expense</strong></td>
<td><strong>2,100,000</strong></td>
<td><strong>2,125,250 (25,250)</strong></td>
</tr>
<tr>
<td>Event Type</td>
<td>Events/Days</td>
<td>Attendance</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------------</td>
<td>------------</td>
</tr>
<tr>
<td>Convention/Trade Shows</td>
<td>140/125</td>
<td>170,000</td>
</tr>
<tr>
<td>Consumer/Gated Shows</td>
<td>62/58</td>
<td>165,000</td>
</tr>
<tr>
<td>Banquets</td>
<td>36/38</td>
<td>26,100</td>
</tr>
<tr>
<td>Meetings</td>
<td>120/116</td>
<td>30,000</td>
</tr>
<tr>
<td>Other</td>
<td>40/35</td>
<td>18,000</td>
</tr>
<tr>
<td>Devos Performance Hall</td>
<td>16/20</td>
<td>24,000</td>
</tr>
<tr>
<td>Arts Groups</td>
<td>110/121</td>
<td>120,200</td>
</tr>
<tr>
<td>GRAND TOTALS</td>
<td>524/513</td>
<td>553,300</td>
</tr>
<tr>
<td>Position</td>
<td>F/Y 2009</td>
<td>F/Y 2010</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td></td>
<td>VAA</td>
<td>DVP</td>
</tr>
<tr>
<td>General Manager</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>Director of Finance</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>Accounting Manager</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Accounting Support</td>
<td>1.50</td>
<td>1.50</td>
</tr>
<tr>
<td>Box Office Manager</td>
<td>0.80</td>
<td>0.20</td>
</tr>
<tr>
<td>Assistant Box Office Manager</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Premium Seat/Suite</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Box Office Support</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Director of Marketing</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>Marketing Manager</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Marketing Support</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Group Sales Manager</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Assistant General Manager - Ops</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>Director of Facilities</td>
<td>0.33</td>
<td>0.67</td>
</tr>
<tr>
<td>Maintenance Assistant</td>
<td>0.33</td>
<td>0.67</td>
</tr>
<tr>
<td>Maintenance Support</td>
<td>4.00</td>
<td>7.00</td>
</tr>
<tr>
<td>Operations Manager</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Operations Support</td>
<td>9.00</td>
<td>8.00</td>
</tr>
<tr>
<td>MIS/IT</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Assistant General Manager - Sales</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>Director of Sales</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>Sales Manager</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>Sales Support</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>Director of Event Services</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>Event Coordinators</td>
<td>2.00</td>
<td>4.00</td>
</tr>
<tr>
<td>House Manager</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Receptionist/Admin Support</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>29.46</strong></td>
<td><strong>35.54</strong></td>
</tr>
</tbody>
</table>
**SMG - Van Andel Arena & DeVos Place**
Grand Rapids - Kent County Convention/Arena Authority
Management Fee Summary
Fiscal Year Ending June 30, 2010

### MANAGEMENT FEE SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>Arena Estimate</th>
<th>DeVos Place Estimate</th>
<th>Total Estimate</th>
<th>FY 2009 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenue above Expenses</td>
<td>1,162,673</td>
<td>(839,590)</td>
<td>323,083</td>
<td>711,359</td>
</tr>
<tr>
<td>Benchmark</td>
<td></td>
<td></td>
<td>700,000</td>
<td>700,000</td>
</tr>
<tr>
<td>Excess</td>
<td>1,162,673</td>
<td>(839,590)</td>
<td>(376,917)</td>
<td>11,359</td>
</tr>
</tbody>
</table>

Incentive Fee Calculation (Only if above greater than zero)

<table>
<thead>
<tr>
<th></th>
<th>Arena Estimate</th>
<th>DeVos Place Estimate</th>
<th>Total Estimate</th>
<th>Total Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Fee</td>
<td>158,672</td>
<td>158,671</td>
<td>317,343</td>
<td>317,343</td>
</tr>
</tbody>
</table>

**Incentive Fee**

<table>
<thead>
<tr>
<th></th>
<th>Arena Estimate</th>
<th>DeVos Place Estimate</th>
<th>Total Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>5,004,712</td>
<td>4,712,755</td>
<td>9,717,467</td>
</tr>
<tr>
<td>Benchmark Revenue</td>
<td>4,750,000</td>
<td>4,150,000</td>
<td>8,900,000</td>
</tr>
<tr>
<td>Revenue Excess</td>
<td>254,712</td>
<td>562,755</td>
<td>817,467</td>
</tr>
<tr>
<td>Incentive Fee **</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total SMG Management Fee 158,672 158,671 317,343 581,432

**Incentive fee is 25% of the first $500,000 in excess, 30% of remaining capped at base fee amount.
VAN ANDEL ARENA

OPERATING BUDGET
FISCAL YEAR ENDING JUNE 30, 2010

***INCLUDES MARCH ROLLING FORECAST***

Distribution:

Grand Rapids – Kent County Convention / Arena Authority
Robert White
Bob McClintock
Lewis Dawley
Gary McAneney
Howard Feldman
Richard MacKeigan
Chris Machuta

An SMG Managed Facility
Van Andel Arena  
Fiscal Year Ending June 30, 2010  
Lead Income Statement

<table>
<thead>
<tr>
<th></th>
<th>FY 2010 Budget</th>
<th>Prior Year FY 2009 Rolling Forecast</th>
<th>Variance More / (Less)</th>
<th>Percentage Change Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Event Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental Income</td>
<td>1,847,626</td>
<td>2,055,496</td>
<td>(207,870)</td>
<td>-10.11%</td>
</tr>
<tr>
<td>Service Income</td>
<td>1,714,880</td>
<td>1,698,457</td>
<td>16,423</td>
<td>0.97%</td>
</tr>
<tr>
<td>Service Expenses</td>
<td>(2,138,761)</td>
<td>(2,516,907)</td>
<td>378,146</td>
<td>-15.02%</td>
</tr>
<tr>
<td>Total Direct Event Income</td>
<td>1,423,745</td>
<td>1,237,046</td>
<td>186,699</td>
<td>15.09%</td>
</tr>
<tr>
<td>Ancillary Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F &amp; B Concessions</td>
<td>905,606</td>
<td>999,275</td>
<td>(93,669)</td>
<td>-9.37%</td>
</tr>
<tr>
<td>F &amp; B Catering</td>
<td>73,612</td>
<td>108,576</td>
<td>(34,964)</td>
<td>-32.20%</td>
</tr>
<tr>
<td>Novelty Sales</td>
<td>103,559</td>
<td>112,366</td>
<td>(8,807)</td>
<td>-7.84%</td>
</tr>
<tr>
<td>Booth Cleaning</td>
<td>-</td>
<td>247</td>
<td>(247)</td>
<td>-100.00%</td>
</tr>
<tr>
<td>Other Ancillary</td>
<td>30,800</td>
<td>34,800</td>
<td>(4,000)</td>
<td>-11.49%</td>
</tr>
<tr>
<td>Total Ancillary Income</td>
<td>1,113,577</td>
<td>1,255,264</td>
<td>(141,687)</td>
<td>-11.29%</td>
</tr>
<tr>
<td>Other Event Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ticket Rebates (Per Event)</td>
<td>320,680</td>
<td>341,158</td>
<td>(20,478)</td>
<td>-6.00%</td>
</tr>
<tr>
<td>Total Other Event Income</td>
<td>320,680</td>
<td>341,158</td>
<td>(20,478)</td>
<td>-6.00%</td>
</tr>
<tr>
<td>Total Event Income</td>
<td>2,858,002</td>
<td>2,833,468</td>
<td>24,534</td>
<td>0.87%</td>
</tr>
<tr>
<td>Other Operating Income</td>
<td>2,146,710</td>
<td>2,277,812</td>
<td>(131,102)</td>
<td>-5.76%</td>
</tr>
<tr>
<td>Adjusted Gross Income</td>
<td>5,004,712</td>
<td>5,111,280</td>
<td>(106,567)</td>
<td>-2.08%</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Salaries and Wages</td>
<td>1,907,603</td>
<td>1,876,293</td>
<td>(31,310)</td>
<td>-1.67%</td>
</tr>
<tr>
<td>Benefits</td>
<td>557,143</td>
<td>498,115</td>
<td>(59,028)</td>
<td>-11.85%</td>
</tr>
<tr>
<td>Less: Event Labor Allocations</td>
<td>(685,484)</td>
<td>(669,546)</td>
<td>15,938</td>
<td>-2.38%</td>
</tr>
<tr>
<td>Net Employee Wages and Benefits</td>
<td>1,779,262</td>
<td>1,704,862</td>
<td>(74,400)</td>
<td>-4.36%</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>255,600</td>
<td>333,037</td>
<td>77,437</td>
<td>23.25%</td>
</tr>
<tr>
<td>General and Administrative</td>
<td>326,600</td>
<td>337,092</td>
<td>10,492</td>
<td>3.11%</td>
</tr>
<tr>
<td>Operations</td>
<td>71,200</td>
<td>83,560</td>
<td>12,360</td>
<td>14.79%</td>
</tr>
<tr>
<td>Repair &amp; Maintenance</td>
<td>223,950</td>
<td>203,078</td>
<td>(20,872)</td>
<td>-10.28%</td>
</tr>
<tr>
<td>Supplies</td>
<td>220,100</td>
<td>217,545</td>
<td>(2,555)</td>
<td>-1.17%</td>
</tr>
<tr>
<td>Insurance</td>
<td>32,000</td>
<td>29,606</td>
<td>(2,394)</td>
<td>-8.09%</td>
</tr>
<tr>
<td>Utilities</td>
<td>949,200</td>
<td>932,431</td>
<td>(16,769)</td>
<td>-1.80%</td>
</tr>
<tr>
<td>SMG Management Fees</td>
<td>158,671</td>
<td>158,672</td>
<td>1</td>
<td>0.00%</td>
</tr>
<tr>
<td>Less: Expenses Allocated</td>
<td>(174,544)</td>
<td>(176,710)</td>
<td>(2,166)</td>
<td>1.23%</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>3,842,039</td>
<td>3,823,173</td>
<td>(18,866)</td>
<td>-0.49%</td>
</tr>
<tr>
<td>Net Income (Loss) From Operations</td>
<td>1,162,673</td>
<td>1,288,107</td>
<td>(125,433)</td>
<td>-9.74%</td>
</tr>
<tr>
<td>Other Income (Expenses)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Income After Other Income (Expenses)</td>
<td>1,162,673</td>
<td>1,288,107</td>
<td>(125,433)</td>
<td>-9.74%</td>
</tr>
</tbody>
</table>
Van Andel Arena  
Fiscal Year Ending June 30, 2010  
Summary of Service Income

<table>
<thead>
<tr>
<th>Gross Services Billed</th>
<th>Prior Year FY XXXX Rolling Forecast</th>
<th>Variance More / (Less)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1,714,880</td>
<td>1,698,457</td>
</tr>
<tr>
<td>Advertising</td>
<td>163,000</td>
<td>442,036</td>
</tr>
<tr>
<td>Labor</td>
<td>15,550</td>
<td>14,313</td>
</tr>
<tr>
<td>Changeover</td>
<td>104,100</td>
<td>99,709</td>
</tr>
<tr>
<td>Stagehands</td>
<td>641,550</td>
<td>533,903</td>
</tr>
<tr>
<td>Security</td>
<td>162,200</td>
<td>82,110</td>
</tr>
<tr>
<td>Ushers/Ticket Takers</td>
<td>111,300</td>
<td>72,071</td>
</tr>
<tr>
<td>Box Office - Labor</td>
<td>11,150</td>
<td>5,988</td>
</tr>
<tr>
<td>Box Office - Ticket Service</td>
<td>99,400</td>
<td>84,979</td>
</tr>
<tr>
<td>City/Police/Fire</td>
<td>11,380</td>
<td>8,260</td>
</tr>
<tr>
<td>EMT's</td>
<td>20,925</td>
<td>12,726</td>
</tr>
<tr>
<td>Cleaning</td>
<td>103,600</td>
<td>75,734</td>
</tr>
<tr>
<td>Group Sales Commission</td>
<td>12,525</td>
<td>21,686</td>
</tr>
<tr>
<td>Telephone</td>
<td>25,350</td>
<td>12,937</td>
</tr>
<tr>
<td>Other Production</td>
<td>232,850</td>
<td>232,007</td>
</tr>
</tbody>
</table>

Gross Services Expense

<table>
<thead>
<tr>
<th>Gross Services Expense</th>
<th>Prior Year FY XXXX Rolling Forecast</th>
<th>Variance More / (Less)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>163,500</td>
<td>468,804</td>
</tr>
<tr>
<td>Labor</td>
<td>13,260</td>
<td>11,316</td>
</tr>
<tr>
<td>Contracted Changeover</td>
<td>179,110</td>
<td>177,082</td>
</tr>
<tr>
<td>Stagehands</td>
<td>655,934</td>
<td>553,081</td>
</tr>
<tr>
<td>Contracted Security</td>
<td>284,350</td>
<td>218,743</td>
</tr>
<tr>
<td>Contracted Ushers/Ticket Takers</td>
<td>222,300</td>
<td>195,998</td>
</tr>
<tr>
<td>Box Office Labor</td>
<td>9,200</td>
<td>4,452</td>
</tr>
<tr>
<td>Contracted Ticketing Service</td>
<td>91,800</td>
<td>75,021</td>
</tr>
<tr>
<td>City/Police/Fire</td>
<td>11,465</td>
<td>18,557</td>
</tr>
<tr>
<td>Contracted EMT's</td>
<td>34,075</td>
<td>26,842</td>
</tr>
<tr>
<td>Contracted Cleaning</td>
<td>216,425</td>
<td>186,249</td>
</tr>
<tr>
<td>Group Sales Commission</td>
<td>4,986</td>
<td>8,728</td>
</tr>
<tr>
<td>Allocated Telephone</td>
<td>8,206</td>
<td>3,768</td>
</tr>
<tr>
<td>Other Production Expense</td>
<td>244,150</td>
<td>568,266</td>
</tr>
</tbody>
</table>

Total Services Expense

| Total Services Expense                  | 2,138,761                          | 2,516,907              | (378,146)               |

Total Service Income (Loss)

<p>| Total Service Income (Loss)            | (423,881)                          | (818,450)              | 455,572                 |</p>
<table>
<thead>
<tr>
<th>Event Type</th>
<th>Events/Days</th>
<th>Attendance</th>
<th>Rent</th>
<th>Service</th>
<th>Ancillary</th>
<th>Total</th>
<th>FY 2009</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Shows</td>
<td>17/17</td>
<td>64,500</td>
<td>224,800</td>
<td>-117,091</td>
<td>106,963</td>
<td>214,672</td>
<td>316,109</td>
<td>-101,437</td>
</tr>
<tr>
<td>Sports</td>
<td>12/16</td>
<td>46,000</td>
<td>173,200</td>
<td>-56,811</td>
<td>131,896</td>
<td>248,285</td>
<td>308,507</td>
<td>-60,222</td>
</tr>
<tr>
<td>Concerts</td>
<td>23/19</td>
<td>167,000</td>
<td>849,551</td>
<td>65,192</td>
<td>423,161</td>
<td>1,337,904</td>
<td>1,117,745</td>
<td>220,159</td>
</tr>
<tr>
<td>Griffins/Rampage</td>
<td>48/41</td>
<td>284,000</td>
<td>376,000</td>
<td>-304,920</td>
<td>410,080</td>
<td>481,160</td>
<td>524,453</td>
<td>-43,293</td>
</tr>
<tr>
<td>Other</td>
<td>13/11</td>
<td>62,150</td>
<td>224,075</td>
<td>-10,251</td>
<td>41,477</td>
<td>255,301</td>
<td>225,496</td>
<td>29,805</td>
</tr>
<tr>
<td>GRAND TOTALS</td>
<td>113/104</td>
<td>623,650</td>
<td>1,847,626</td>
<td>-423,881</td>
<td>1,113,577</td>
<td>2,537,322</td>
<td>2,492,310</td>
<td>45,012</td>
</tr>
</tbody>
</table>
### SMG - Van Andel Arena / DeVos Place (Grand Center)  
Grand Rapids - Kent County Convention/Arena Authority  
Full Time Employee Summary & Allocation  
Fiscal Year Ending June 30, 2010

<table>
<thead>
<tr>
<th>Position</th>
<th>F/Y 2009</th>
<th></th>
<th>F/Y 2010</th>
<th></th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>VAA</td>
<td>DVP</td>
<td>Total</td>
<td>VAA</td>
<td>DVP</td>
</tr>
<tr>
<td>General Manager</td>
<td>0.50</td>
<td>0.50</td>
<td>1.00</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>0.50</td>
<td>0.50</td>
<td>1.00</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>Director of Finance</td>
<td>0.50</td>
<td>0.50</td>
<td>1.00</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>Accounting Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>2.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Accounting Support</td>
<td>1.50</td>
<td>1.50</td>
<td>3.00</td>
<td>1.50</td>
<td>1.50</td>
</tr>
<tr>
<td>Box Office Manager</td>
<td>0.80</td>
<td>0.20</td>
<td>1.00</td>
<td>0.80</td>
<td>0.20</td>
</tr>
<tr>
<td>Assistant Box Office Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>2.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Premium Seat/Suite</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Box Office Support</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Director of Marketing</td>
<td>0.50</td>
<td>0.50</td>
<td>1.00</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>Marketing Manager</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Marketing Support</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Group Sales Manager</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Assistant General Manager - Ops</td>
<td>0.50</td>
<td>0.50</td>
<td>1.00</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>Director of Facilities</td>
<td>0.33</td>
<td>0.67</td>
<td>1.00</td>
<td>0.33</td>
<td>0.67</td>
</tr>
<tr>
<td>Maintenance Assistant</td>
<td>0.33</td>
<td>0.67</td>
<td>1.00</td>
<td>0.33</td>
<td>0.67</td>
</tr>
<tr>
<td>Maintenance Support</td>
<td>4.00</td>
<td>7.00</td>
<td>11.00</td>
<td>4.00</td>
<td>7.00</td>
</tr>
<tr>
<td>Operations Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>2.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Operations Support</td>
<td>9.00</td>
<td>8.00</td>
<td>17.00</td>
<td>9.00</td>
<td>8.00</td>
</tr>
<tr>
<td>MIS/TT</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Assistant General Manager - Sales</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>Director of Sales</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>Sales Manager</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>Sales Support</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>Director of Event Services</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>Event Coordinators</td>
<td>2.00</td>
<td>4.00</td>
<td>6.00</td>
<td>2.00</td>
<td>4.00</td>
</tr>
<tr>
<td>House Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Receptionist/Admin Support</td>
<td>1.00</td>
<td>1.00</td>
<td>2.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>29.46</strong></td>
<td><strong>35.54</strong></td>
<td><strong>65.00</strong></td>
<td><strong>29.46</strong></td>
<td><strong>35.54</strong></td>
</tr>
</tbody>
</table>
**SMG - Van Andel Arena & DeVos Place**  
**Grand Rapids - Kent County Convention/Arena Authority**  
**Management Fee Summary**  
**Fiscal Year Ending June 30, 2010**

### MANAGEMENT FEE SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>Arena Estimate</th>
<th>DeVos Place Estimate</th>
<th>Total Estimate</th>
<th>FY 2009 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenue above Expenses</td>
<td>1,162,673</td>
<td>(839,590)</td>
<td>323,083</td>
<td>711,359</td>
</tr>
<tr>
<td>Benchmark</td>
<td></td>
<td>700,000</td>
<td></td>
<td>700,000</td>
</tr>
<tr>
<td>Excess</td>
<td>1,162,673</td>
<td>(839,590)</td>
<td>(376,917)</td>
<td>11,359</td>
</tr>
</tbody>
</table>

**Incentive Fee Calculation (Only if above greater than zero)**

<table>
<thead>
<tr>
<th></th>
<th>Arena Estimate</th>
<th>DeVos Place Estimate</th>
<th>Total Estimate</th>
<th>Total Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Fee</td>
<td>158,672</td>
<td>158,671</td>
<td>317,343</td>
<td>317,343</td>
</tr>
<tr>
<td>Incentive Fee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>5,004,712</td>
<td>4,712,755</td>
<td>9,717,467</td>
<td>9,763,629</td>
</tr>
<tr>
<td>Benchmark Revenue</td>
<td>4,750,000</td>
<td>4,150,000</td>
<td>8,900,000</td>
<td>8,800,000</td>
</tr>
<tr>
<td>Revenue Excess</td>
<td>254,712</td>
<td>562,755</td>
<td>817,467</td>
<td>963,629</td>
</tr>
<tr>
<td>Incentive Fee **</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>264,089</td>
</tr>
<tr>
<td>Total SMG Management Fee</td>
<td>158,672</td>
<td>158,671</td>
<td>317,343</td>
<td>581,432</td>
</tr>
</tbody>
</table>

**Incentive fee is 25% of the first $500,000 in excess, 30% of remaining capped at base fee amount.**
Memorandum

To: Grand Rapids – Kent County
   Convention/Arena Authority

From: Robert J. White, Kent County Fiscal Services Director

Date: June 16, 2009

Re: Convention/Arena Authority (CAA)
   Fiscal Year 2010 Budget Request (Update)

The attached material summarizes a requested CAA Administrative Operating Budget and Consolidated Income Statement for the Fiscal Year beginning July 1, 2009 (Fiscal Year 2010). The format of the report provides the Committee with an overview of Fiscal Year 2008 actual, Fiscal Year 2009 estimate, and Fiscal Year 2010 preliminary recommendations. Preliminary Finance Committee review was held on May 21st with final review scheduled for June 18th.

Table A provides a summary of the facility manager (SMG) budget documents submitted under separate cover. This summary notes an amended (February Finance Committee) budgeted net operating income for Fiscal Year 2009 of $445,877. Based on SMG’s most recent “budget roll,” the current year forecast has been updated to a net operating income balance of $429,710.

The Fiscal Year 2010 consolidated income statement (Table C) forecasts a net operating income totaling $301,613. This income will be applied to finance, in part, a capital outlay request totaling $1,945,200. The balance of the funds requested will be supported by interest earnings and a drawdown from the capital reserve account.

Table B provides a summary of the CAA administrative budget. Revenues in this account include regularly scheduled transfers from the facility manager, parking, interest and other miscellaneous contributions to the organization. Expenditures from this account include provision for utilities, capital repair/replacement/improvement (as defined in the SMG management contract), parking management fees, landscape plantings, allowance for a marketing campaign (new), and other administrative expenses. Table B-1, attached hereto, provides additional details concerning utility and miscellaneous administrative expenditure accounts.
Table C provides a “Consolidated Income Statement” for the CAA covering Fiscal Years ending June 30, 2008 through 2010. The Fiscal Year 2009 budget, as originally approved, forecasted net operating income of $808,662. This forecasted income has been revised downward to a total adjusted balance, for the current fiscal year, of approximately $597,648. The income forecast was reduced primarily to reflect lowered attendance at DeVos Place® resulting in ancillary and “other” revenue write-downs. Revenue forecasts and appropriation requests for the Fiscal Year 2010 budget disclose a net operating income of $301,613. This net operating income, along with interest earnings and $1.0 million of fund balance, will finance a $1.9 million capital request.

On the basis of these initial budgetary estimates, it is expected that the CAA will close its Fiscal Year 2009 activities with a “fund balance” approximating $23.8 million. This would include a recommended minimum operating reserve balance of $6 million and a capital repair/replacement/improvement reserve of $17.8 million.

Prior fiscal year budget recommendations included a Table D entitled “Capital Repair/Replacement/Improvement Reserve – Projection of Receipts, Disbursements and Balances.” The table, prepared as a part of the Fiscal Year 2009 budget, forecasted capital requirements of approximately $1 million per annum during the period of Fiscal Year 2010 through Fiscal Year 2014, inclusive, rising to an annual level of approximately $3 million per annum for the following five fiscal years. Allowing for this level of capital requirements, the forecast identified a Fund Balance of $13 million at June 30, 2019. Table D has not been updated as part of this Fiscal Year 2010 budget request. No significant variances were identified in a preliminary review of long-term capital requirements. It is expected that the Authority retains sufficient reserves (Fund Balance) to finance operating budgets and capital requirement needs for the foreseeable future.

A new Table D has been included along with the original Fiscal Year 2010 budget materials. This report provides a “Budget Summary by Facility/Other” formatted report. It organizes revenues and expenses in three activity areas including Van Andel Arena®, DeVos Place® Convention Center, and other. This report provides all of the same information contained in Table C, but also allows the reader to view the overall operations of each facility incorporating therein the revenues generated by the parking facilities attached or adjacent to the buildings.

Rich MacKeigan, Chris Machuta, Sue Waddell and I participated in preparation of the attached recommended budget. We would expect to present this to the Finance Committee, at its May meeting, and be prepared to answer any additional questions which may arise from a review of this material.

Attachments: FY 2010 Budget
FY 2010 Capital Request Details
Jim Watt Memo, Dated May 4, 2009
Pam Ritsema Letter, Dated June 11, 2009
<table>
<thead>
<tr>
<th>Table A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand Rapids-Kent County Convention/Arena Authority</td>
</tr>
<tr>
<td>SMG Facilities Budget</td>
</tr>
<tr>
<td>Fiscal Years Ending June 30, 2009 and 2010</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 2008 Actual</th>
<th>FY 2008 Budget</th>
<th>FY 2008 Estimate</th>
<th>FY 2008 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Van Andel Arena</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating - Revenues</td>
<td>$ 5,678,488</td>
<td>$ 5,224,892</td>
<td>$ 5,111,280</td>
<td>$ 5,004,712</td>
</tr>
<tr>
<td>- Expenses - Facilities</td>
<td>(3,953,630)</td>
<td>(3,733,294)</td>
<td>(3,664,501)</td>
<td>(3,683,368)</td>
</tr>
<tr>
<td>- Base Management Fees</td>
<td>(154,050)</td>
<td>(158,672)</td>
<td>(158,672)</td>
<td>(158,671)</td>
</tr>
<tr>
<td>Net Operating Income</td>
<td>$ 1,570,808</td>
<td>$ 1,332,926</td>
<td>$ 1,288,107</td>
<td>$ 1,162,673</td>
</tr>
</tbody>
</table>

| DeVos Place             |                |                |                  |                   |
| Operating - Revenues    | $ 4,911,081    | $ 4,923,530    | $ 4,652,349      | $ 4,712,755       |
| - Expenses - Facilities | (5,223,444)    | (5,334,564)    | (5,070,985)      | (5,393,674)       |
| - Base Management Fees  | (154,050)      | (158,672)      | (158,672)        | (158,671)         |
| Net Operating Loss      | ($ 466,413)    | ($ 569,706)    | ($ 577,308)      | ($ 839,590)       |

Net Available to CAA:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Van Andel Arena</td>
<td>$ 1,570,808</td>
<td>$ 1,332,926</td>
<td>$ 1,288,107</td>
<td>$ 1,162,673</td>
</tr>
<tr>
<td>DeVos Place</td>
<td>(466,413)</td>
<td>(569,706)</td>
<td>(577,308)</td>
<td>(839,590)</td>
</tr>
<tr>
<td>Less - SMG Incentive</td>
<td>(308,100)</td>
<td>(317,343)</td>
<td>(264,089)</td>
<td>0</td>
</tr>
<tr>
<td>- DeVos Parking</td>
<td>$ 796,295</td>
<td>$ 445,877</td>
<td>$ 429,710</td>
<td>$ 313,083</td>
</tr>
<tr>
<td>Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table B  
Grand Rapids-Kent County Convention/Arena Authority  
Administrative - Operating / Capital Replacement Budget  
FY 2010 Recommendation

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facility Operations</td>
<td>$ 796,295</td>
<td>$ 445,877</td>
<td>$ 429,710</td>
<td>$ 313,083</td>
</tr>
<tr>
<td>Utility Reimbursement</td>
<td>2,332,254</td>
<td>2,491,400</td>
<td>2,186,818</td>
<td>2,491,400</td>
</tr>
<tr>
<td>Transfers from SMG</td>
<td>3,128,549</td>
<td>2,937,277</td>
<td>2,616,528</td>
<td>2,804,483</td>
</tr>
<tr>
<td>DeVos Place Parking</td>
<td>911,459</td>
<td>787,867</td>
<td>857,613</td>
<td>857,613 (1)</td>
</tr>
<tr>
<td>VanAndel Parking</td>
<td>114,621</td>
<td>129,133</td>
<td>128,060</td>
<td>134,751 (1)</td>
</tr>
<tr>
<td>Interest</td>
<td>975,630</td>
<td>675,000</td>
<td>675,000</td>
<td>675,000 (2)</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>80,000</td>
<td>0</td>
<td>223,738 (4)</td>
<td>0 (3)</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>5,210,259</td>
<td>4,529,277</td>
<td>4,500,939</td>
<td>4,471,847</td>
</tr>
</tbody>
</table>

| **Expenditures:**  |                |                |                  |                         |
| Utilities          | 2,332,254      | 2,491,400      | 2,186,818        | 2,491,400               |
| Parking Management | 327,042        | 346,895        | 328,849          | 268,651                 |
| Marketing Campaign | 0              | 0              | 0                | 100,000                 |
| Pedestrian Safety  | 95,493         | 87,234         | 96,000           | 96,000                  |
| Landscaping        | 0              | 120,000        | 20,000           | 100,000                 |
| Administration     | 364,591        | 520,962        | 372,888          | 439,181                 |
| Capital            | 549,838        | 890,840        | 640,840          | 1,945,200 (5)           |
| Total Expenditures | 3,669,218      | 4,457,331      | 3,645,395        | 5,440,432               |

Net Excess (Deficit) | $ 1,541,041    | $ 71,946       | $ 855,544        | $ (968,585)             |

Notes: See Following
Table B
Grand Rapids-Kent County Convention/Arena Authority
Administrative - Operating / Capital Replacement Budget
FY 2010 Recommendation

Notes:

(1) DeVos Place Parking Rates:

<table>
<thead>
<tr>
<th></th>
<th>FY 2009</th>
<th>FY 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 Minutes</td>
<td>$ 1.00</td>
<td>$ 1.00</td>
</tr>
<tr>
<td>Daily Maximum</td>
<td>10.00</td>
<td>10.00</td>
</tr>
<tr>
<td>Event</td>
<td>7.00</td>
<td>7.00</td>
</tr>
<tr>
<td>Monthly - Public</td>
<td>142.50</td>
<td>142.50</td>
</tr>
<tr>
<td></td>
<td>52.50</td>
<td>52.50</td>
</tr>
<tr>
<td></td>
<td>36.30</td>
<td>36.30</td>
</tr>
<tr>
<td>Reserved Premium</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>County/SMG (O+M)</td>
<td>40.00</td>
<td></td>
</tr>
</tbody>
</table>

Van Andel Arena Parking Rates:

<table>
<thead>
<tr>
<th></th>
<th>FY 2009</th>
<th>FY 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event</td>
<td>$ 8.00</td>
<td>$ 8.00</td>
</tr>
<tr>
<td>Non-Event Coin Unit</td>
<td>0</td>
<td>$ 3.00</td>
</tr>
<tr>
<td>Monthly - Public</td>
<td>65.25</td>
<td>65.25</td>
</tr>
</tbody>
</table>

(2) $22.7 million (3/31/09 pool balance) in invested funds at 2.97%.

(3) Lease Agreement with Rampage states: "... Tenant agrees to fund during such Renewal Terms a contribution of ten thousand dollars ($10,000.00) per Home Game to the Arena's capital reserve fund."

(4) Includes sale of easement @ $100,000 and reimbursement of prior period legal fees @ $123,738.

(5) FY 2009 Carryover Projects:

<table>
<thead>
<tr>
<th></th>
<th>DVP</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theater Fire Curtain</td>
<td></td>
<td>250,000</td>
</tr>
</tbody>
</table>

FY 2010 Eligible Projects:

<table>
<thead>
<tr>
<th></th>
<th>VAA</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suite Upgrades</td>
<td></td>
<td>150,000</td>
</tr>
<tr>
<td>Ribbon Board</td>
<td></td>
<td>1,200,000</td>
</tr>
<tr>
<td>Variable Frequency Drives</td>
<td></td>
<td>20,000</td>
</tr>
<tr>
<td>Wayfinding</td>
<td>DVP</td>
<td>175,000</td>
</tr>
<tr>
<td>Computer Upgrades</td>
<td>ALL</td>
<td>50,000</td>
</tr>
<tr>
<td>Parking Automation</td>
<td>ALL</td>
<td>100,200</td>
</tr>
</tbody>
</table>

Total Capital Request $ 1,945,200
Table B-1
Grand Rapids-Kent County Convention/Arena Authority
Detail of Expenditure Estimates
FY 2010 Recommendation

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>$1,223,427</td>
<td>$1,232,000</td>
<td>$1,319,719</td>
<td>$1,232,000</td>
</tr>
<tr>
<td>Steam/Gas</td>
<td>891,631</td>
<td>1,146,900</td>
<td>763,850</td>
<td>1,146,900</td>
</tr>
<tr>
<td>Water/Sewer</td>
<td>126,897</td>
<td>112,500</td>
<td>103,249</td>
<td>112,500</td>
</tr>
<tr>
<td></td>
<td>$2,241,955</td>
<td>$2,491,400</td>
<td>$2,186,818</td>
<td>$2,491,400</td>
</tr>
</tbody>
</table>

| Wages              | $56,109        | $68,595        | $63,293          | $65,825                |
| Benefits           | 25,238         | 20,467         | 19,408           | 21,217                 |
| Accounting/Audit   | 32,485         | 38,000         | 32,000           | 38,000                 |
| Legal Services     | 42,093         | 90,000         | 25,000           | 35,000                 |
| DID Assessment     | 51,351         | 52,900         | 53,139           | 53,139                 |
| Insurance          | 20,258         | 22,000         | 20,673           | 22,000                 |
| Meetings/Supplies  | 4,661          | 15,000         | 15,000           | 15,000                 |
| Marketing - CVB    | 50,000         | 75,000         | 75,000           | 75,000                 |
| Marketing - Sports Commission | 25,000 | 25,000 | 25,000 | 25,000 |
| Repairs - F&B      | 28,059         | 45,000         | 15,000           | 20,000                 |
| Diversity Initiative | 8,952   | 29,000         | 4,375            | 29,000                 |
| Other              | 20,385         | 40,000         | 25,000           | 40,000                 |
|                    | $364,591       | $520,962       | $372,888         | $439,181               |

Notes:

(1) Downtown Improvement District special assessment contribution from CAA based on benefit allocation formula.

(2) FY 2010 budget recommendation anticipates continuing requirement for consulting assistance.

(3) Net of $25,000 per annum paid by Kent County Parks Foundation for administrative services.
### Table C
Grand Rapids-Kent County Convention/Arena Authority
Consolidated Income Statement
Fiscal Years Ending June 30, 2008-2010

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- VanAndel Arena</td>
<td>$1,591,225</td>
<td>$1,214,095</td>
<td>$1,237,046</td>
<td>$1,423,745</td>
</tr>
<tr>
<td>- DeVos Place</td>
<td>2,601,414</td>
<td>2,499,142</td>
<td>2,520,660</td>
<td>2,263,000</td>
</tr>
<tr>
<td>Ancillary</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- VanAndel Arena</td>
<td>1,479,434</td>
<td>1,442,098</td>
<td>1,596,422</td>
<td>1,434,257</td>
</tr>
<tr>
<td>- DeVos Place</td>
<td>2,135,821</td>
<td>2,230,207</td>
<td>2,083,189</td>
<td>2,391,755</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- VanAndel Arena</td>
<td>2,607,829</td>
<td>2,568,699</td>
<td>2,277,812</td>
<td>2,146,710</td>
</tr>
<tr>
<td>- DeVos Place</td>
<td>173,846</td>
<td>194,181</td>
<td>48,500</td>
<td>58,000</td>
</tr>
<tr>
<td>Parking</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- VanAndel Arena</td>
<td>114,621</td>
<td>129,133</td>
<td>128,060</td>
<td>134,751</td>
</tr>
<tr>
<td>- DeVos Place</td>
<td>911,459</td>
<td>787,867</td>
<td>857,613</td>
<td>857,613</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>11,615,649</td>
<td>11,065,422</td>
<td>10,749,302</td>
<td>10,709,831</td>
</tr>
</tbody>
</table>

| **Operating Expense / Appropriations:** |                |                |                  |                        |
| **Facility Operations** |                |                |                  |                        |
| - VanAndel Arena        | 3,953,630      | 3,733,294      | 3,664,501        | 3,683,368              |
| - DeVos Place           | 5,223,444      | 5,334,564      | 5,070,985        | 5,393,674              |
| - Management            | 616,200        | 634,686        | 581,431          | 317,344                |
| - Parking Maintenance   | 0              | 0              | 17,000           | 10,000                 |
| Administrative          | 364,591        | 520,962        | 372,888          | 439,181                |
| Parking                 | 327,042        | 346,895        | 328,849          | 268,651                |
| Marketing Campaign      | 0              | 0              | 0                | 100,000                |
| Landscaping             | 0              | 120,000        | 20,000           | 100,000                |
| Pedestrian Safety       | 95,493         | 87,234         | 96,000           | 96,000                 |
| **Total**               | 10,580,400     | 10,777,635     | 10,151,654       | 10,408,218             |

| **Operating Income**    | 1,035,249      | 287,787        | 597,648          | 301,613                |

| **Non-Operating Revenue:** |                |                |                  |                        |
| Capital Contribution(1)  | 80,000         | 0              | 0                | 0                      |
| Interest and Miscellaneous | 975,630      | 675,000        | 898,738          | (675,000)              |
| Transfer (to) from Capital Acct. | (549,838) | (890,840) | (640,840) | (1,945,200) |

| **Net Income (Loss)**   | 1,541,041      | 71,947         | 855,546          | (968,587)              |
| Fund Balance, beg. of yr. | 21,399,933   | 22,940,974     | 22,940,974       | 23,796,520             |
| Fund Balance, end of yr. | $22,940,974  | $23,012,921    | $23,796,520      | $22,827,933            |

**Notes:**

(1) Lease Agreement with Rampage states: "... Tenant agrees to fund during such Renewal Terms a contribution of ten thousand dollars ($10,000.00) per Home Game to the Arena's capital reserve fund."

(2) Interest @ $675,000, sale of easement @ $100,000, and reimbursement of legal fees @ $123,738.
### Table D
Grand Rapids-Kent County Convention/Arena Authority
Budget Summary by Facility/Other
FY 2010 Recommendation

<table>
<thead>
<tr>
<th></th>
<th>FY 2008 Actual</th>
<th>FY 2009 Budget</th>
<th>Estimate</th>
<th>FY 2010 Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Van Andel Arena</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating - Revenues</td>
<td>$5,678,488</td>
<td>$5,224,892</td>
<td>$5,111,280</td>
<td>$5,004,712</td>
</tr>
<tr>
<td>- Expenses - Facilities</td>
<td>(3,953,630)</td>
<td>(3,733,294)</td>
<td>(3,664,501)</td>
<td>(3,683,368)</td>
</tr>
<tr>
<td>- Base Management Fees</td>
<td>(154,050)</td>
<td>(158,672)</td>
<td>(158,672)</td>
<td>(158,671)</td>
</tr>
<tr>
<td>Net Operating Income</td>
<td>1,570,808</td>
<td>1,332,926</td>
<td>1,288,107</td>
<td>1,162,673</td>
</tr>
<tr>
<td>Parking (net of allocated expenses)</td>
<td>114,621</td>
<td>129,133</td>
<td>128,060</td>
<td>134,751</td>
</tr>
<tr>
<td><strong>Net Proceeds from VAA</strong></td>
<td>1,685,429</td>
<td>1,462,059</td>
<td>1,416,167</td>
<td>1,297,424</td>
</tr>
<tr>
<td><strong>DeVos Place Convention Center</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating - Revenues</td>
<td>4,911,081</td>
<td>4,923,530</td>
<td>4,652,349</td>
<td>4,712,755</td>
</tr>
<tr>
<td>- Expenses - Facilities</td>
<td>(5,223,444)</td>
<td>(5,334,564)</td>
<td>(5,070,985)</td>
<td>(5,393,674)</td>
</tr>
<tr>
<td>- Base Management Fees</td>
<td>(154,050)</td>
<td>(158,672)</td>
<td>(158,672)</td>
<td>(158,671)</td>
</tr>
<tr>
<td>Net Operating Loss</td>
<td>(466,413)</td>
<td>(569,706)</td>
<td>(577,308)</td>
<td>(839,590)</td>
</tr>
<tr>
<td>Parking (net of allocated expenses)</td>
<td>584,417</td>
<td>440,972</td>
<td>528,764</td>
<td>588,962</td>
</tr>
<tr>
<td><strong>Net Proceeds (Cost of DVP)</strong></td>
<td>118,004</td>
<td>(128,734)</td>
<td>(48,544)</td>
<td>(250,628)</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>975,630</td>
<td>675,000</td>
<td>675,000</td>
<td>675,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>80,000</td>
<td>0</td>
<td>223,738</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>1,055,630</td>
<td>675,000</td>
<td>898,738</td>
<td>675,000</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing Campaign</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>100,000</td>
</tr>
<tr>
<td>Pedestrian Safety</td>
<td>95,493</td>
<td>87,234</td>
<td>96,000</td>
<td>96,000</td>
</tr>
<tr>
<td>Landscaping</td>
<td>0</td>
<td>120,000</td>
<td>20,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Administration</td>
<td>364,591</td>
<td>520,962</td>
<td>372,888</td>
<td>439,181</td>
</tr>
<tr>
<td>Less - SMG Incentive</td>
<td>308,100</td>
<td>317,343</td>
<td>264,089</td>
<td>0</td>
</tr>
<tr>
<td>- DeVos Parking Maintenance</td>
<td>0</td>
<td>0</td>
<td>17,000</td>
<td>10,000</td>
</tr>
<tr>
<td></td>
<td>768,184</td>
<td>1,045,539</td>
<td>769,977</td>
<td>745,181</td>
</tr>
<tr>
<td><strong>Net Other</strong></td>
<td>287,446</td>
<td>(370,539)</td>
<td>128,761</td>
<td>(70,181)</td>
</tr>
<tr>
<td><strong>Total Operating</strong></td>
<td>$2,090,879</td>
<td>$962,786</td>
<td>$1,496,384</td>
<td>$976,615</td>
</tr>
<tr>
<td><strong>Capital Expenditures</strong></td>
<td>549,838</td>
<td>890,840</td>
<td>640,840</td>
<td>1,945,200</td>
</tr>
<tr>
<td><strong>Results Net of Capital Expenditures</strong></td>
<td>$1,541,041</td>
<td>$71,946</td>
<td>$855,544</td>
<td>$(968,585)</td>
</tr>
</tbody>
</table>
Memorandum

To: Rich MacKeigan
From: Jim Watt, Assistant General Manager
CC: Chris Machuta
Date: May 4, 2009
Re: CAPITAL YE 2010

VAN ANDEL ARENA

Suite Upgrades/Refurb $150,000
Funds are for upgrade of all existing tube televisions to flat screen
HD models to enhance fan experience and move to the digital world
of TV.

Computer upgrades $25,000
General upgrade including maintenance control computers in order to
handle newer generation software and storage capabilities.

Variable Frequency Drives $20,000
Addition of VFD’s to four custom air handling units for energy
savings and efficiencies. Payback estimated at 2 years.

Ribbon Board $1,200,000
Electronic ribbon board signage around interior bowl area to replace
existing fixed advertising boards. Potential of increased value for
advertisers and revenue as well as enhanced fan experience.
DE VOS PLACE

Fire Curtain $250,000
Existing project to replace theater fire curtain. Project will not be complete this fiscal year.

Computer Upgrades/replace $25,000
General allowance for upgrades to computers including all maintenance facility control units.

Way Finding $175,000
Improvements to all facility way finding signage including upgrades to existing signs, replacement signage and new signage. This includes all areas of the facility including parking, DeVos Place, and DeVos Performance Hall. This project does not include addition of electronic signage.
Dear Bob:

Per your request, I am detailing the proposed automation for the CAA owned and Grand Rapids Parking Services operating parking.

**Area 2**

Currently, on non-event nights, the gate arms remain down in Area 2. Parking by citizens other than card holders is prohibited.

We are proposing a pay upon entry machine for this location. This machine will accept cash and coins as payment for entry into the parking area for the night. Credit card processing rates are between $.17 and $.40 per transaction. The pay upon entry equipment can be purchased as a stand alone, cash and coin entry only machine.

<table>
<thead>
<tr>
<th>Cost of pay on entry machine complete with credit card processing module</th>
<th>$17,500</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cisco server for City network</td>
<td>$1,500</td>
</tr>
<tr>
<td>Estimated capital requirement</td>
<td>$19,000</td>
</tr>
</tbody>
</table>

The per vehicle surface lot rate south of the arena is $3.00. What follows is an estimate of annual revenue:

<table>
<thead>
<tr>
<th>Day of Week</th>
<th>Estimate VAA Dark per Year</th>
<th>Estimate Vehicles - Revenue per Evening</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday</td>
<td>40</td>
<td>20 – $60.00</td>
</tr>
<tr>
<td>Thursday</td>
<td>20</td>
<td>20 - $60.00</td>
</tr>
<tr>
<td>Friday</td>
<td>27</td>
<td>40 - $120.00</td>
</tr>
<tr>
<td>Saturday</td>
<td>28</td>
<td>40 - $120.00</td>
</tr>
<tr>
<td>Estimate Annual Revenue</td>
<td></td>
<td>$10,200</td>
</tr>
</tbody>
</table>

The pay on entry machine arrives with a one year warranty. After one year the cost of annual preventative maintenance and repairs is estimated to be $350. An additional phone line, at an estimated cost of $50 per month will be required.
DeVos Place

Proposed for DeVos Place are two pay in the lane exit machines. These machines calculate time in the parking facility in the same manner as the fee computers. Cash, coins, credit cards, and validation tickets (generated by Parking Services) are accepted for payment in these machines. The machines have a VoIP component that will connect customers to a representative of Parking Services if they experience difficulty in exiting the facility. To best serve customers, we utilize cameras to observe vehicles with difficulties, and to safely open and close parking gates from our remote location.

Daily parking customers would pull a time ticket to enter the facility. When departing they would use the machine instead of a parking facility attendant.

Event parking customers would pull a time ticket to enter the facility. Depending on the size of the event, customers would either pay the parking facility attendant upon arrival and be issued a validation coupon for departure and/or pay in the lane upon exit.

Fiber and City required switches for processing credit cards currently exist in DeVos Place.

The cost of the pay in the lane machines (quoted as each and price) is below:

| Cost of pay in the lane machine | $37,500 |
| Additon of VoIP                 | $1,500  |
| Estimate for camera and installation | $1,600 |
| Capital Required per unit       | $40,600 |
| Total capital required for two units | $81,200 |

The pay in the lane machines would be utilized on non event and small event (DeVos Place or DeVos Performance Hall) days and evenings at DeVos Place. The units may also reduce the cost of small event staffing by using the machine on Lyon with an attendant on the Michigan/Bridge side. Currently employees stay until a certain number of time tickets are outstanding. The pay in the lane machines will allow staff to leave sooner.

<table>
<thead>
<tr>
<th>Day of Week</th>
<th>Estimated reduction in hours</th>
<th>Estimated annual occurrence of reduced numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of not staffed days</td>
<td>0</td>
<td>24</td>
</tr>
<tr>
<td>Staffed days with less than 50 transactions</td>
<td>12 Full automation</td>
<td>45</td>
</tr>
<tr>
<td>Staffed days with 51 - 100 transactions</td>
<td>15</td>
<td>58</td>
</tr>
<tr>
<td>Staffed days with 101-200 transactions</td>
<td>13</td>
<td>54</td>
</tr>
<tr>
<td>Staffed days with 201 - 300 transactions</td>
<td>6</td>
<td>22</td>
</tr>
<tr>
<td>Staffed days with 301-400 transactions</td>
<td>4</td>
<td>19</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>---</td>
<td>----</td>
</tr>
<tr>
<td>Staffed days with 401-500 transactions</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Staffed days with 501-600 transactions</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Staffed days with 601-700 transactions</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>Staffed days with 1,000+ transactions</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Events with less than 50 transactions</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Events with 51-100 transactions</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td>Events with 101-200 transactions</td>
<td>4</td>
<td>19</td>
</tr>
<tr>
<td>Events with 201-300 transactions</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Events with 301-400 transactions</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Events with 401-500 transactions</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Events with 501-1,000 transactions</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>Events with 1,000+ transactions</td>
<td>0</td>
<td>8</td>
</tr>
</tbody>
</table>

A conservative estimate of annual savings, assuming the average pay rate of a parking facility attendant at $9.25 per hour plus .0765 social security, is $25,767.

Parking rates will remain at $1.00 per half hour with a daily maximum of $10.00 and an event rate of $7.00.

The pay in the lane machines arrives with a one year warranty. After one year the cost of annual preventative maintenance and repairs is estimated to be $2,100 per machine.

Parking Services will be pleased to provide any additional information you may require to make these decisions.

Sincerely,

Paul Ritsema
Parking System Director
June 11, 2009

TO: CAA Board

THROUGH: Rich MacKeigan, General Manager, DeVos Place/Van Andel Arena

FROM: Eddie Tadlock, Assistant General Manager, DeVos Place

RE: Rental Rates, DeVos Place

I would like to take this opportunity to present SMG’s recommendations for Room Rental Rates for DeVos Place, effective FY July 2010 through FY June 2014. SMG has established a 5 year rate card for DeVos Place to provide potential clients chance to guarantee rental rates in outlying years. Historically, while rental rates at DeVos Place have not increased more than 3.25% each year over the past few years (averaging between 2.75% - 3%); our rates continue to hover in the mid-range on the regional average. Our current pricing schedules reflect comparisons for rent, based on current economic assumptions in the regional marketplace and knowledge of rental rates of comparable venues of similar size in the area.

We consider our current five year rate card to be a key marketing element for the facility. In addition, given our current flexibility to negotiate rental rates with clients (limited to an increase or reduction no greater than 20% of the approved rates), the current rates afford us continued opportunities to be competitive in the bidding process for Regional and National Conventions in the current economic climate. While it is difficult to do a direct rental cost comparison within our competitive set, by keeping our current 5 year rental rate card, we position ourselves appropriately to deliver the most value for the quality of product we serve.

Within the current structure of the rental rate cards approved by the CAA last fiscal year, SMG is committed to providing the best services required in the marketing of the facilities. Given the current market conditions, we stand confident that our current rental prices are within acceptable price points for current market conditions and into the foreseeable future.

## Room Rental Rates

FY 2010 (July 1, 2009 – June 30, 2010)

<table>
<thead>
<tr>
<th>Room</th>
<th>Perform</th>
<th>Non-Profit</th>
<th>Convention</th>
<th>Consumer</th>
<th>One Day Meeting</th>
<th>Banquet</th>
</tr>
</thead>
<tbody>
<tr>
<td>DeVos Hall (Sun – Thurs)</td>
<td>$2,600 vs 12%</td>
<td>$2,600/1st Performance $1,300/2nd Performance</td>
<td>N/A</td>
<td>N/A</td>
<td>$2,600</td>
<td>N/A</td>
</tr>
<tr>
<td>DeVos Hall (Fri-Sat)</td>
<td>$3,100 vs 12%</td>
<td>$3,100/1st Performance $1,550/2nd Performance</td>
<td>N/A</td>
<td>N/A</td>
<td>$2,600</td>
<td>N/A</td>
</tr>
<tr>
<td>Hall A-C</td>
<td>$17,400 vs 12%</td>
<td>N/A</td>
<td>$14,025 or $.25 net sq. ft.</td>
<td>$17,405 or $.29 net sq. ft.</td>
<td>$17,400</td>
<td>$8,850</td>
</tr>
<tr>
<td>Hall A-B or B-C</td>
<td>$11,600 vs 12%</td>
<td>N/A</td>
<td>$9,350 or $.25 net sq. ft.</td>
<td>$11,600 or $.29 net sq. ft.</td>
<td>$11,600</td>
<td>$5,900</td>
</tr>
<tr>
<td>Hall A, B, or C</td>
<td>$5,800 vs 12%</td>
<td>N/A</td>
<td>$4,675 or $.25 net sq. ft.</td>
<td>$5,800 or $.29 net sq. ft.</td>
<td>$5,800</td>
<td>$2,950</td>
</tr>
<tr>
<td>Meeting Rooms Grand Gallery 1st or 2nd</td>
<td>$1,250 vs 12%</td>
<td>N/A</td>
<td>$1,000 or $.25 net sq. ft.</td>
<td>$1,250 or $.29 net sq. ft.</td>
<td>$1,250</td>
<td>$925</td>
</tr>
<tr>
<td>Meeting Rooms Grand Gallery Individual</td>
<td>$400 vs 12%</td>
<td>N/A</td>
<td>$400 or $.25 net sq. ft.</td>
<td>$400 or $.29 net sq. ft.</td>
<td>$400</td>
<td>$400</td>
</tr>
<tr>
<td>Banquet Room</td>
<td>$5,150 vs 12%</td>
<td>N/A</td>
<td>$4,175 or $.25 net sq. ft.</td>
<td>$5,150 or $.29 net sq. ft.</td>
<td>$5,150</td>
<td>$3,000</td>
</tr>
<tr>
<td>Banquet Room A,B,C-D</td>
<td>$1,800 vs 12%</td>
<td>N/A</td>
<td>$1,700 or $.25 net sq. ft.</td>
<td>$1,800 or $.29 net sq. ft.</td>
<td>$1,800</td>
<td>$1,350</td>
</tr>
<tr>
<td>Banquet Room C or D</td>
<td>$950 vs 12%</td>
<td>N/A</td>
<td>$900 or $.25 net sq. ft.</td>
<td>$950 or $.29 net sq. ft.</td>
<td>$950</td>
<td>$850</td>
</tr>
<tr>
<td>River Overlook Meeting Rooms</td>
<td>$400 vs 12%</td>
<td>N/A</td>
<td>$400 per day</td>
<td>$400 per day</td>
<td>$400</td>
<td>$400</td>
</tr>
<tr>
<td>Board Room</td>
<td>N/A</td>
<td>N/A</td>
<td>$450 per day</td>
<td>$450 per day</td>
<td>$450</td>
<td>$450</td>
</tr>
<tr>
<td>Monroe Meeting Rooms A-D</td>
<td>$850 vs 12%</td>
<td>N/A</td>
<td>$800 per day</td>
<td>$850 per day</td>
<td>$850</td>
<td>$800</td>
</tr>
<tr>
<td>Monroe Meeting Room B, C, or D</td>
<td>N/A</td>
<td>N/A</td>
<td>$300 per day</td>
<td>$300 per day</td>
<td>$300</td>
<td>$300</td>
</tr>
<tr>
<td>Recital Hall or Monroe Meeting Room A</td>
<td>$600 vs 12%</td>
<td>N/A</td>
<td>$600 per day</td>
<td>$600 per day</td>
<td>$600</td>
<td>$600</td>
</tr>
</tbody>
</table>

As managers of DeVos Place, SMG has the right to negotiate rental rates with clients, but agrees that such negotiations will be limited to an increase or reduction no greater than 20% of approved rental rates. These fluctuations may be considered if it became the shared position of affected area businesses that mutual special consideration is necessary to attract the business. SMG also has the right to negotiate rates for labor and equipment in accordance with industry standards, including charging for items which may not be included on this rental rate sheet.
# Room Rental Rates

**FY 2011 (July 1, 2010 – June 30, 2011)**

<table>
<thead>
<tr>
<th>Room</th>
<th>Perform</th>
<th>Non-Profit</th>
<th>Convention</th>
<th>Consumer</th>
<th>One Day Meeting</th>
<th>Banquet</th>
</tr>
</thead>
<tbody>
<tr>
<td>DeVos Hall</td>
<td>$2,700 vs 12%</td>
<td>$2,700/1&lt;sup&gt;st&lt;/sup&gt; Performance $1,350/2&lt;sup&gt;nd&lt;/sup&gt; Performance</td>
<td>N/A</td>
<td>N/A</td>
<td>$2,700</td>
<td>N/A</td>
</tr>
<tr>
<td>(Sun – Thurs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DeVos Hall</td>
<td>$3,200 vs 12%</td>
<td>$3,200/1&lt;sup&gt;st&lt;/sup&gt; Performance $1,600/2&lt;sup&gt;nd&lt;/sup&gt; Performance</td>
<td>N/A</td>
<td>N/A</td>
<td>$2,700</td>
<td>N/A</td>
</tr>
<tr>
<td>(Fri-Sat)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hall A-C</td>
<td>$17,925 vs 12%</td>
<td>N/A</td>
<td>$14,550 or $0.25 net sq. ft.</td>
<td>$17,925 or $0.29 net sq. ft.</td>
<td>$17,925</td>
<td>$9,150</td>
</tr>
<tr>
<td>Hall A-B or B-C</td>
<td>$11,950 vs 12%</td>
<td>N/A</td>
<td>$9,700 or $0.25 net sq. ft.</td>
<td>$11,950 or $0.29 net sq. ft.</td>
<td>$11,950</td>
<td>$6,100</td>
</tr>
<tr>
<td>Hall A, B, Or C</td>
<td>$5,975 vs 12%</td>
<td>N/A</td>
<td>$4,850 or $0.25 net sq. ft.</td>
<td>$5,975 or $0.29 net sq. ft.</td>
<td>$5,975</td>
<td>$3,050</td>
</tr>
<tr>
<td>Meeting Rooms</td>
<td>$1,300 vs 12%</td>
<td>N/A</td>
<td>$1,050 or $0.25 net sq. ft.</td>
<td>$1,300 or $0.29 net sq. ft.</td>
<td>$1,300</td>
<td>$950</td>
</tr>
<tr>
<td>Grand Gallery 1&lt;sup&gt;st&lt;/sup&gt; or 2&lt;sup&gt;nd&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting Rooms</td>
<td>$425 vs 12%</td>
<td>N/A</td>
<td>$425 or $0.25 net sq. ft.</td>
<td>$425 or $0.29 net sq. ft.</td>
<td>$425</td>
<td>$425</td>
</tr>
<tr>
<td>Grand Gallery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ballroom</td>
<td>$5,300 vs 12%</td>
<td>N/A</td>
<td>$4,300 or $0.25 net sq. ft.</td>
<td>$5,300 or $0.29 net sq. ft.</td>
<td>$5,300</td>
<td>$3,100</td>
</tr>
<tr>
<td>Ballroom A,B,C,D</td>
<td>$1,850 vs 12%</td>
<td>N/A</td>
<td>$1,750 or $0.25 net sq. ft.</td>
<td>$1,850 or $0.29 net sq. ft.</td>
<td>$1,850</td>
<td>$1,400</td>
</tr>
<tr>
<td>Ballroom C or D</td>
<td>$1,000 vs 12%</td>
<td>N/A</td>
<td>$950 or $0.25 net sq. ft.</td>
<td>$1,000 or $0.29 net sq. ft.</td>
<td>$1,000</td>
<td>$900</td>
</tr>
<tr>
<td>River Overlook</td>
<td>$425 vs 12%</td>
<td>N/A</td>
<td>$425 per day</td>
<td>$425 per day</td>
<td>$425</td>
<td>$425</td>
</tr>
<tr>
<td>Meeting Rooms</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Room</td>
<td>N/A</td>
<td>N/A</td>
<td>$475 per day</td>
<td>$475 per day</td>
<td>$475</td>
<td>$475</td>
</tr>
<tr>
<td>Monroe Meeting</td>
<td>$900 vs 12%</td>
<td>N/A</td>
<td>$850 per day</td>
<td>$900 per day</td>
<td>$900</td>
<td>$850</td>
</tr>
<tr>
<td>Rooms A-D</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monroe Meeting</td>
<td>N/A</td>
<td>N/A</td>
<td>$325 per day</td>
<td>$325 per day</td>
<td>$325</td>
<td>$325</td>
</tr>
<tr>
<td>Room B, C, or D</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recital Hall or</td>
<td>$625 vs 12%</td>
<td>N/A</td>
<td>$625 per day</td>
<td>$625 per day</td>
<td>$625</td>
<td>$625</td>
</tr>
<tr>
<td>Monroe Meeting Room A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As managers of DeVos Place, SMG has the right to negotiate rental rates with clients, but agrees that such negotiations will be limited to an increase or reduction no greater than 20% of approved rental rates. These fluctuations may be considered if it became the shared position of affected area businesses that mutual special consideration is necessary to attract the business. SMG also has the right to negotiate rates for labor and equipment in accordance with industry standards, including charging for items which may not be included on this rental rate sheet.
<table>
<thead>
<tr>
<th>ROOM</th>
<th>PERFORM</th>
<th>NON-PROFIT</th>
<th>CONVENTION</th>
<th>CONSUMER</th>
<th>ONE DAY MEETING</th>
<th>BANQUET</th>
</tr>
</thead>
<tbody>
<tr>
<td>DeVos Hall (Sun – Thurs)</td>
<td>$2,800 vs 12%</td>
<td>$2,800/1&lt;sup&gt;st&lt;/sup&gt; Performance $1,400/2&lt;sup&gt;nd&lt;/sup&gt; Performance</td>
<td>N/A</td>
<td>N/A</td>
<td>$2,800</td>
<td>N/A</td>
</tr>
<tr>
<td>DeVos Hall (Fri-Sat)</td>
<td>$3,300 vs 12%</td>
<td>$3,300/1&lt;sup&gt;st&lt;/sup&gt; Performance $1,650/2&lt;sup&gt;nd&lt;/sup&gt; Performance</td>
<td>N/A</td>
<td>N/A</td>
<td>$2,800</td>
<td>N/A</td>
</tr>
<tr>
<td>Hall A-C</td>
<td>$18,450 vs 12%</td>
<td>N/A</td>
<td>$15,075 or $.25 net sq. ft.</td>
<td>$18,450 or $.29 net sq. ft.</td>
<td>$18,450</td>
<td>$9,450</td>
</tr>
<tr>
<td>Hall A-B or B-C</td>
<td>$12,300 vs 12%</td>
<td>N/A</td>
<td>$10,050 or $.25 net sq. ft.</td>
<td>$12,300 or $.29 net sq. ft.</td>
<td>$12,300</td>
<td>$6,300</td>
</tr>
<tr>
<td>Hall A, B, Or C</td>
<td>$6,150 vs 12%</td>
<td>N/A</td>
<td>$5,025 or $.25 net sq. ft.</td>
<td>$6,150 or $.29 net sq. ft.</td>
<td>$6,150</td>
<td>$3,150</td>
</tr>
<tr>
<td>Meeting Rooms Grand Gallery 1&lt;sup&gt;st&lt;/sup&gt; or 2&lt;sup&gt;nd&lt;/sup&gt;</td>
<td>$1,350 vs 12%</td>
<td>N/A</td>
<td>$1,100 or $.25 net sq. ft.</td>
<td>$1,350 or $.29 net sq. ft.</td>
<td>$1,350</td>
<td>$975</td>
</tr>
<tr>
<td>Meeting Rooms Grand Gallery Individual</td>
<td>$450 vs 12%</td>
<td>N/A</td>
<td>$450 or $.25 net sq. ft.</td>
<td>$450 or $.29 net sq. ft.</td>
<td>$450</td>
<td>$450</td>
</tr>
<tr>
<td>Ballroom</td>
<td>$5,450 vs 12%</td>
<td>N/A</td>
<td>$4,450 or $.25 net sq. ft.</td>
<td>$5,450 or $.29 net sq. ft.</td>
<td>$5,450</td>
<td>$3,200</td>
</tr>
<tr>
<td>Ballroom A,B,C,D</td>
<td>$1,900 vs 12%</td>
<td>N/A</td>
<td>$1,800 or $.25 net sq. ft.</td>
<td>$1,900 or $.29 net sq. ft.</td>
<td>$1,900</td>
<td>$1,450</td>
</tr>
<tr>
<td>Ballroom C or D</td>
<td>$1,050 vs 12%</td>
<td>N/A</td>
<td>$1,000 or $.25 net sq. ft.</td>
<td>$1,050 or $.29 net sq. ft.</td>
<td>$1,050</td>
<td>$950</td>
</tr>
<tr>
<td>River Overlook Meeting Rooms</td>
<td>$450 vs 12%</td>
<td>N/A</td>
<td>$450 per day</td>
<td>$450 per day</td>
<td>$450</td>
<td>$450</td>
</tr>
<tr>
<td>Board Room</td>
<td>N/A</td>
<td>N/A</td>
<td>$500 per day</td>
<td>$500 per day</td>
<td>$500</td>
<td>$500</td>
</tr>
<tr>
<td>Monroe Meeting Rooms A-D</td>
<td>$950 vs 12%</td>
<td>N/A</td>
<td>$900 per day</td>
<td>$950 per day</td>
<td>$950</td>
<td>$900</td>
</tr>
<tr>
<td>Monroe Meeting Room B, C, or D</td>
<td>N/A</td>
<td>N/A</td>
<td>$350 per day</td>
<td>$350 per day</td>
<td>$350</td>
<td>$350</td>
</tr>
<tr>
<td>Recital Hall or Monroe Meeting Room A</td>
<td>$675 vs 12%</td>
<td>N/A</td>
<td>$675 per day</td>
<td>$675 per day</td>
<td>$675</td>
<td>$675</td>
</tr>
</tbody>
</table>

As managers of DeVos Place, SMG has the right to negotiate rental rates with clients, but agrees that such negotiations will be limited to an increase or reduction no greater than 20% of approved rental rates. These fluctuations may be considered if it became the shared position of affected area businesses that mutual special consideration is necessary to attract the business. SMG also has the right to negotiate rates for labor and equipment in accordance with industry standards, including charging for items which may not be included on this rental rate sheet.
<table>
<thead>
<tr>
<th>ROOM</th>
<th>PERFORM</th>
<th>NON-PROFIT</th>
<th>CONVENTION</th>
<th>CONSUMER</th>
<th>ONE DAY MEETING</th>
<th>BANQUET</th>
</tr>
</thead>
<tbody>
<tr>
<td>DeVos Hall (Sun – Thurs)</td>
<td>$2,900 vs 12%</td>
<td>$2,900/1st Performance</td>
<td>N/A</td>
<td>N/A</td>
<td>$2,900</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$1,450/2nd Performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DeVos Hall (Fri-Sat)</td>
<td>$3,400 vs 12%</td>
<td>$3,400/1st Performance</td>
<td>N/A</td>
<td>N/A</td>
<td>$2,900</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$1,700/2nd Performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hall A-C</td>
<td>$18,975 vs 12%</td>
<td>N/A</td>
<td>$15,600 or</td>
<td>$18,975 or</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$.25 net sq. ft.</td>
<td>$.29 net sq. ft.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hall A-B or B-C</td>
<td>$12,650 vs 12%</td>
<td>N/A</td>
<td>$12,650 or</td>
<td>$12,650 or</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$.25 net sq. ft.</td>
<td>$.29 net sq. ft.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hall A, B, Or C</td>
<td>$6,325 vs 12%</td>
<td>N/A</td>
<td>$5,200 or</td>
<td>$6,325 or</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$.25 net sq. ft.</td>
<td>$.29 net sq. ft.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting Rooms</td>
<td>$1,400 vs 12%</td>
<td>N/A</td>
<td>$1,150 or</td>
<td>$1,400 or</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grand Gallery 1st or 2nd</td>
<td></td>
<td></td>
<td>$.25 net sq. ft.</td>
<td>$.29 net sq. ft.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting Rooms</td>
<td>$475 vs 12%</td>
<td>N/A</td>
<td>$475 or</td>
<td>$475 or</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grand Gallery Individual</td>
<td></td>
<td></td>
<td>$.25 net sq. ft.</td>
<td>$.29 net sq. ft.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ballroom</td>
<td>$5,600 vs 12%</td>
<td>N/A</td>
<td>$4,600 or</td>
<td>$5,600 or</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$.25 net sq. ft.</td>
<td>$.29 net sq. ft.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ballroom A,B,C,D</td>
<td>$1,950 vs 12%</td>
<td>N/A</td>
<td>$1,850 or</td>
<td>$1,950 or</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$.25 net sq. ft.</td>
<td>$.29 net sq. ft.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ballroom C or D</td>
<td>$1,100 vs 12%</td>
<td>N/A</td>
<td>$1,050 or</td>
<td>$1,100 or</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$.25 net sq. ft.</td>
<td>$.29 net sq. ft.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>River Overlook</td>
<td>$475 vs 12%</td>
<td>N/A</td>
<td>$475 per day</td>
<td>$475 per day</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting Rooms</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$475</td>
<td></td>
</tr>
<tr>
<td>Board Room</td>
<td>N/A</td>
<td>N/A</td>
<td>$525 per day</td>
<td>$525 per day</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$525</td>
<td></td>
</tr>
<tr>
<td>Monroe Meeting Rooms A-D</td>
<td>$1,000 vs 12%</td>
<td>N/A</td>
<td>$950 per day</td>
<td>$1,000 per day</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td>Monroe Meeting Room B, C, or D</td>
<td>N/A</td>
<td>N/A</td>
<td>$375 per day</td>
<td>$375 per day</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$375</td>
<td></td>
</tr>
<tr>
<td>Recital Hall or Monroe Meeting Room A</td>
<td>$700 vs 12%</td>
<td>N/A</td>
<td>$700 per day</td>
<td>$700 per day</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As managers of DeVos Place, SMG has the right to negotiate rental rates with clients, but agrees that such negotiations will be limited to an increase or reduction no greater than 20% of approved rental rates. These fluctuations may be considered if it became the shared position of affected area businesses that mutual special consideration is necessary to attract the business. SMG also has the right to negotiate rates for labor and equipment in accordance with industry standards, including charging for items which may not be included on this rental rate sheet.
# ROOM RENTAL RATES

**FY 2014 (July 1, 2013 – June 30, 2014)**

<table>
<thead>
<tr>
<th>ROOM</th>
<th>PERFORM</th>
<th>NON-PROFIT</th>
<th>CONVENTION</th>
<th>CONSUMER</th>
<th>ONE DAY MEETING</th>
<th>BANQUET</th>
</tr>
</thead>
<tbody>
<tr>
<td>DeVos Hall (Sun – Thurs)</td>
<td>$3,000 vs 12%</td>
<td>$2,900/1st Performance $1,450/2nd Performance</td>
<td>N/A</td>
<td>N/A</td>
<td>$3,000</td>
<td>N/A</td>
</tr>
<tr>
<td>DeVos Hall (Fri-Sat)</td>
<td>$3,500 vs 12%</td>
<td>$3,400/1st Performance $1,700/2nd Performance</td>
<td>N/A</td>
<td>N/A</td>
<td>$3,000</td>
<td>N/A</td>
</tr>
<tr>
<td>Hall A-C</td>
<td>$19,500 vs 12%</td>
<td>N/A</td>
<td>$16,125 or $.25 net sq. ft.</td>
<td>$19,500 or $.29 net sq. ft.</td>
<td>$19,500</td>
<td>$10,050</td>
</tr>
<tr>
<td>Hall A-B or B-C</td>
<td>$13,000 vs 12%</td>
<td>N/A</td>
<td>$10,750 or $.25 net sq. ft</td>
<td>$13,000 or $.29 net sq. ft.</td>
<td>$13,000</td>
<td>$6,700</td>
</tr>
<tr>
<td>Hall A, B, Or C</td>
<td>$6,500 vs 12%</td>
<td>N/A</td>
<td>$5,375 or $.25 net sq. ft</td>
<td>$6,500 or $.29 net sq. ft.</td>
<td>$6,500</td>
<td>$3,350</td>
</tr>
<tr>
<td>Meeting Rooms Grand Gallery 1st or 2nd</td>
<td>$1,450 vs 12%</td>
<td>N/A</td>
<td>$1,200 or $.25 net sq. ft</td>
<td>$1,450 or $.29 net sq. ft.</td>
<td>$1,450</td>
<td>$1,025</td>
</tr>
<tr>
<td>Meeting Rooms Grand Gallery Individual</td>
<td>$500 vs 12%</td>
<td>N/A</td>
<td>$500 or $.25 net sq. ft</td>
<td>$500 or $.29 net sq. ft.</td>
<td>$500</td>
<td>$500</td>
</tr>
<tr>
<td>Ballroom</td>
<td>$5,750 vs 12%</td>
<td>N/A</td>
<td>$4,750 or $.25 net sq. ft</td>
<td>$5,750 or $.29 net sq. ft.</td>
<td>$5,750</td>
<td>$3,400</td>
</tr>
<tr>
<td>Ballroom A,B,C,D</td>
<td>$2,000 vs 12%</td>
<td>N/A</td>
<td>$1,900 or $.25 net sq. ft</td>
<td>$2,000 or $.29 net sq. ft.</td>
<td>$2,000</td>
<td>$1,550</td>
</tr>
<tr>
<td>Ballroom C or D</td>
<td>$1,150 vs 12%</td>
<td>N/A</td>
<td>$1,100 or $.25 net sq. ft</td>
<td>$1,150 or $.29 net sq. ft.</td>
<td>$1,150</td>
<td>$1,050</td>
</tr>
<tr>
<td>River Overlook Meeting Rooms</td>
<td>$500 vs 12%</td>
<td>N/A</td>
<td>$500 per day</td>
<td>$500 per day</td>
<td>$500</td>
<td>$500</td>
</tr>
<tr>
<td>Board Room</td>
<td>N/A</td>
<td>N/A</td>
<td>$550 per day</td>
<td>$550 per day</td>
<td>$550</td>
<td>$550</td>
</tr>
<tr>
<td>Monroe Meeting Rooms A-D</td>
<td>$1,050 vs 12%</td>
<td>N/A</td>
<td>$1,000 per day</td>
<td>$1,050 per day</td>
<td>$1,050</td>
<td>$1,000</td>
</tr>
<tr>
<td>Monroe Meeting Room B, C, or D</td>
<td>N/A</td>
<td>N/A</td>
<td>$400 per day</td>
<td>$400 per day</td>
<td>$400</td>
<td>$400</td>
</tr>
<tr>
<td>Recital Hall or Monroe Meeting Room A</td>
<td>$750 vs 12%</td>
<td>N/A</td>
<td>$750 per day</td>
<td>$750 per day</td>
<td>$750</td>
<td>$750</td>
</tr>
</tbody>
</table>

As managers of DeVos Place, SMG has the right to negotiate rental rates with clients, but agrees that such negotiations will be limited to an increase or reduction no greater than 20% of approved rental rates. These fluctuations may be considered if it became the shared position of affected area businesses that mutual special consideration is necessary to attract the business. SMG also has the right to negotiate rates for labor and equipment in accordance with industry standards, including charging for items which may not be included on this rental rate sheet.
<table>
<thead>
<tr>
<th>DATE</th>
<th>EVENT</th>
<th>EC</th>
<th>MOD</th>
<th>ROOM</th>
<th>TIME</th>
<th>FUNCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wed, Jun 17</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thur, Jun 18</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fri, Jun 19</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sat, Jun 20</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sun, Jun 21</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mon, Jun 22</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tue, Jun 23</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wed, Jun 24</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thur, Jun 25</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fri, Jun 26</td>
<td>Diversity Initiative</td>
<td>DG</td>
<td>Huntington Club</td>
<td>11:30A-1P</td>
<td>Luncheon meeting</td>
<td></td>
</tr>
<tr>
<td>Sat, Jun 27</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sun, Jun 28</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mon, Jun 29</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tue, Jun 30</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wed, Jul 1</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thur, Jul 2</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fri, Jul 3</td>
<td>Closed – Holiday Observed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sat, Jul 4</td>
<td>Closed – Holiday</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sun, Jul 5</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mon, Jul 6</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tue, Jul 7</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wed, Jul 8</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thur, Jul 9</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fri, Jul 10</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sat, Jul 11</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sun, Jul 12</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mon, Jul 13</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tue, Jul 14</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wed, Jul 15</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thur, Jul 16</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fri, Jul 17</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sat, Jul 18</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sun, Jul 19</td>
<td>Available</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Time</td>
<td>Activities</td>
<td>Notes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>-------------------</td>
<td>-----------------------</td>
<td>-------------------------------------------------</td>
<td>-------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TUES. JUNE 16</td>
<td>MAXWELL</td>
<td>DEVOS HALL RECITAL HALL</td>
<td>10:00AM-10:00PM ALL DAY 10:00PM-4:00AM</td>
<td>REHEARSALS MEALS LIGHTING PROGRAMMING</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>NEW TECHNOLOGY FOUNDATION</td>
<td>GO H BALL C GO A-F GO A-D BALL C GO A-G GO A-F</td>
<td>6:30AM-7:00AM 7:00AM-8:30AM 8:30AM-9:30AM 9:30AM-9:45AM 9:45AM-12:00PM 12:00PM-1:00PM 1:00PM-3:00PM 3:00PM-3:15PM 3:15PM-4:00PM</td>
<td>CLIENT ARRIVAL BREAKFAST / OPENING SCHOOL MEETINGS BREAK PBL &amp; TECH TRAINING LUNCH SUBJECT AREA MEETINGS BREAK SCHOOL MEETINGS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WED. JUNE 17</td>
<td>MAXWELL</td>
<td>DEVOS HALL DEVOS HALL RECITAL HALL DVP/H / LYON DOCK</td>
<td>10:00AM-5:00PM ALL DAY 6:00PM 6:30PM 7:00PM 7:30PM-10:00PM 10:00PM-2:00AM</td>
<td>REHEARSALS MEALS OUTSIDE DOORS OPEN SEATING OPEN LOBBY OPEN PERFORMANCE MOVE OUT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NEW TECHNOLOGY FOUNDATION</td>
<td>GO H BALL C GO A-F GO A-D BALL C GO A-G GO A-F</td>
<td>6:30AM-7:00AM 7:00AM-8:30AM 8:30AM-9:30AM 9:30AM-9:45AM 9:45AM-12:00PM 12:00PM-1:00PM 1:00PM-3:00PM 3:00PM-3:15PM 3:15PM-4:00PM</td>
<td>CLIENT ARRIVAL BREAKFAST / OPENING SCHOOL MEETINGS BREAK PBL &amp; TECH TRAINING LUNCH SUBJECT AREA MEETINGS BREAK SCHOOL MEETINGS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>THURS. JUNE 18</td>
<td>NEW TECHNOLOGY FOUNDATION</td>
<td>GO H BALL C GO A-F GO A-D BALL C GO A-G GO A-F</td>
<td>6:30AM-7:00AM 7:00AM-8:30AM 8:30AM-9:30AM 9:30AM-9:45AM 9:45AM-12:00PM 12:00PM-1:00PM 1:00PM-3:00PM 3:00PM-3:15PM 3:15PM-4:00PM</td>
<td>CLIENT ARRIVAL BREAKFAST / OPENING SCHOOL MEETINGS BREAK PBL &amp; TECH TRAINING LUNCH SUBJECT AREA MEETINGS BREAK SCHOOL MEETINGS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FRI. JUNE 19</td>
<td>NEW TECHNOLOGY FOUNDATION</td>
<td>GO H BALL C GO A-F</td>
<td>6:30AM-7:00AM 7:00AM-8:30AM 8:30AM-9:30AM</td>
<td>CLIENT ARRIVAL BREAKFAST / OPENING SCHOOL MEETINGS</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

G A-F = Grand Gallery Meeting Rooms A-F  
O A-H = Overlook Meeting Rooms A-H  
GG = Grand Gallery Area  
RO A-F = River Overlook A-F  
MON A-D = Monroe Meeting Rooms  
EH A-C = Exhibit Halls A-C  
DV = DeVos Performance Hall  
BALL A-D = Ballroom A-D  

6/16/09
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAT. JUNE 20</td>
<td>ECONOMIC CLUB OF GRAND RAPIDS</td>
<td>4:50PM</td>
<td>BALL D COATROOM, BUSINESSES OFFICE</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BALL D COATROOM</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4:50PM-8:00PM</td>
<td>LOAD IN PRODUCTION OFFICE</td>
</tr>
<tr>
<td>SUN. JUNE 21</td>
<td>ECONOMIC CLUB OF GRAND RAPIDS</td>
<td>8:00AM</td>
<td>BALL D COATROOM</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BALL D COATROOM</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9:00AM</td>
<td>LYON DOCK</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BALL A-D, GG A-F</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9:00AM-7:00PM</td>
<td>PRODUCTIONS LOAD IN</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BALL A-D, GG A-F</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1:00PM OR 2:00PM</td>
<td>CREW LUNCH BREAK</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BALL A-D, GG A-F</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1:00PM OR 2:00PM</td>
<td>OPS DROPS STAGE IN PLACE</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BALL C-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3:00PM</td>
<td>DAY LILY FLORAL ARRIVES</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5:00PM</td>
<td>OPS BEGIN SEATING SET</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7:00PM-9:00PM</td>
<td>FOCUS SESSION IF NEEDED</td>
</tr>
<tr>
<td>MON. JUNE 22</td>
<td>ECONOMIC CLUB OF GRAND RAPIDS</td>
<td>8:00AM</td>
<td>BALL A-D, GG A-F</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BALL D COATROOM</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10:00AM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>12:00PM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>12:00PM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3:00PM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3:30PM-5:00PM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5:00PM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6:00PM-6:45PM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6:00PM-6:45PM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7:00PM-7:25PM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7:25PM-8:30PM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8:30PM-8:45PM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8:45PM-10:00PM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10:00PM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10:00PM-2:00AM</td>
<td>BALL A-D</td>
</tr>
<tr>
<td>TUES. JUNE 23</td>
<td>UNITED CHURCH OF CHRIST NATIONAL GENERAL SYNOD CONVENTION</td>
<td></td>
<td>EH B-C</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>EH A</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>G A-F</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BALL C-D</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>GENERAL SESSION</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>EXHIBIT</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BREAKOUT ROOM</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>MEETING</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

G A-F = Grand Gallery Meeting Rooms A-F  
O A-H = Overlook Meeting Rooms A-H  
GG = Grand Gallery Area  
RO A-F = River Overlook A-F  
MON A-D = Monroe Meeting Rooms  
EH A-C = Exhibit Halls A-C  
DV = DeVos Performance Hall  
BALL A-D = Ballroom A-D  

6/16/09
<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Sessions</th>
<th>Room Codes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wed. June 24</td>
<td>United Church of Christ National General Synod Convention</td>
<td>General Session Exhibit Breakout Room Meeting</td>
<td>EH B-C, EH A, G A-F, BALL C-D</td>
</tr>
<tr>
<td>Thurs. June 25</td>
<td>United Church of Christ National General Synod Convention</td>
<td>General Session Exhibit Breakout Room Meeting</td>
<td>EH B-C, EH A, G A-F, BALL C-D</td>
</tr>
</tbody>
</table>

G A-F = Grand Gallery Meeting Rooms A-F  
O A-H = Overlook Meeting Rooms A-H  
GG = Grand Gallery Area  
RO A-F = River Overlook A-F  
MON A-D= Monroe Meeting Rooms  
EH A-C = Exhibit Halls A-C  
DV = DeVos Performance Hall  
BALL A-D = Ballroom A-D  

6/16/09
<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Activities</th>
<th>Rooms</th>
<th>Additional Info</th>
</tr>
</thead>
</table>
| TUES. JUNE 30 | UNITED CHURCH OF CHRIST NATIONAL GENERAL SYNOD CONVENTION | EH B-C  
EH A  
G A-F  
BALL C-D  
GO A-H  
RO A-F  
BOARDROOM | GENERAL SESSION  
EXHIBIT  
BREAKOUT ROOM  
MEETING  
BREAKOUTS  
BREAKOUTS | SB |
| WED. JULY 1   | UNITED CHURCH OF CHRIST NATIONAL GENERAL SYNOD CONVENTION | EH A  
EH B-C  
BALL C-D  
G A-F | TEARDOWN  
TEARDOWN  
MEETING  
BREAKOUTS | SB |
| THURS. JULY 2 | DARK | | | |
| FRI. JULY 3   | OFFICE CLOSED FOR INDEPENDENCE DAY | | | |
| SAT. JULY 4   | INDEPENDENCE DAY | | | |
| SUN. JULY 5   | DARK | | | |
| MON. JULY 6   | WINDOW WASHING | GRAND GALLERY | ALL DAY | CLEANING |
| TUES. JULY 7  | WINDOW WASHING | GRAND GALLERY | ALL DAY | CLEANING |
| WED. JULY 8   | WINDOW WASHING | GRAND GALLERY | ALL DAY | CLEANING |
| THURS. JULY 9 | DARK | | | |
| FRI. JULY 10  | PIANO TECHNICIANS GUILD ANNUAL CONVENTION | BALL D | 8:00AM-11:59PM | BREAKOUT ROOM |
| SAT. JULY 11  | PIANO TECHNICIANS GUILD ANNUAL CONVENTION | BALL D | 8:00AM-11:59PM | BREAKOUT ROOM |
|              | COMEDY EXPLOSION | DEVOS HALL  
GG A-C | 3:00PM-6:00PM  
6:00PM-8:00PM | MOVE IN  
OUTSIDE DOORS  
DJ SETUP | AK |

G A-F = Grand Gallery Meeting Rooms A-F  
O A-H = Overlook Meeting Rooms A-H  
GG = Grand Gallery Area  
RO A-F = River Overlook A-F  
MON A-D = Monroe Meeting Rooms  
EH A-C = Exhibit Halls A-C  
DV = DeVos Performance Hall  
BALL A-D = Ballroom A-D  

6/16/09
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
<th>Time</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GRAND RAPIDS SYMPHONY</td>
<td>RECITAL HALL</td>
<td>10:00AM-5:00PM</td>
<td>AK</td>
</tr>
<tr>
<td>SUN. JULY 12</td>
<td>PIANO TECHNICIANS GUILD ANNUAL CONVENTION</td>
<td>BALL D</td>
<td>8:00AM-11:59PM</td>
<td>BREAKOUT ROOM CG</td>
</tr>
<tr>
<td>MON. JULY 13</td>
<td>PIANO TECHNICIANS GUILD ANNUAL CONVENTION</td>
<td>BALL D</td>
<td>8:00AM-11:59PM</td>
<td>BREAKOUT ROOM CC</td>
</tr>
</tbody>
</table>

G A-F = Grand Gallery Meeting Rooms A-F  
O A-H = Overlook Meeting Rooms A-H  
GG = Grand Gallery Area  
RO A-F = River Overlook A-F  
MON A-D= Monroe Meeting Rooms  
EH A-C = Exhibit Halls A-C  
DV = DeVos Performance Hall  
BALL A-D = Ballroom A-D