



Request for Proposal

The City of Modesto Urban Planning & Project Management Support

seer

Summary

Seer is a strategic consultancy practice with full-service agency capabilities based in Roswell, GA and Calgary, Alberta, Canada. Seer's simple mission is to help rebuild trust in a society that is increasingly polarized and to harness the power of fandom to create value beyond mere transactions.

Sports is where Seer first witnessed the universal power of fandom and its ability to unite people. It's the space that sparked Seer's curiosity to better understand and define that power and to imagine how it could transform other sectors, communities and whole cities.

Seer is uniquely positioned to work closely with organizations to navigate complex, interdisciplinary plans by serving as an agnostic experiential masterplanner, strategist, project lead or program manager. Seer's experience spans multiple countries, cities, industries, sports, leagues and venue types. We understand the impact of a well integrated project and what's required to find alignment across the full spectrum of an organization, community or municipality.

To do this Seer relies on foundational processes that bring focus to the communities core needs. Seer has developed an extensive network of researchers, land-use planners, urban designers, market analysts, transportation experts, architectural design and development firms, including relationships with leaders at the helm of the newest advances and trends in architectural and experiential technologies, construction processes, and materials.

Our team is constantly reviewing the marketplace for better ways to serve our Clients from concept to completion, with the ultimate goal of building vibrant, sustainable and equitable communities.

In our experience, organizations and communities possess more and are much better than they feel and believe. Trapped in the tyranny of the urgent, they often lose clarity and perspective about the value they offer. Seer's enterprise-level strategy process enables organizations and communities to see themselves anew, connect disparate infrastructure, unearth nascent strengths, and restructure what already exists into new positioning, new products, and opportunities for citizens, business partners and the municipality at large.

In the age of social atomization, uncertainty is driving people to seek new relationships as trust erodes. Seer's methodology allows organizations to anticipate behavior, shape opinion and create connections that will endure. By building trust, Seer can also help establish a new narrative for the city of Modesto, develop reciprocal partnership opportunities and cement the city's vision as an actionable plan for the community at large.

Our Team

Peter Sorckoff - Chief Executive Officer

Peter Sorckoff is recognized across North America for his innovative approach to strategy. He has over 25 years of international experience in major sporting events and franchises, from the Olympics to MLB, NHL, NBA, PHF, WHL as well as the Australian National Rugby League (NRL) and the Canadian Football League (CFL).

Peter's last post on the property side was as CCO, EVP Brand and Innovation. There, he led an internal consultancy at the Atlanta Hawks and State Farm Arena that utilized emerging technology to deploy digital social anthropological methodologies to rebrand and reposition the franchise, which in turn helped to establish new revenue benchmarks. Peter was also the Design Director for a \$200M renovation of State Farm Arena as well as the Emory Courts Practice Facility..

With Seer, Peter's aperture has widened to include projects that range from facilities master planning and the rebuild of the Atlanta Braves revenue strategy to rethinking enterprise-wide strategy for the Cincinnati international airport. The future of advanced mobility, data as a service, clean and resilient energy infrastructure and of course sports, are all areas of interest for Peter today.

Dave Imbach - Chief Creative Officer

Dave was director of Broadcast and Entertainment at the Calgary Flames from 1998 to 2005. In 2005, he founded a strategy and design studio with partner Geoff Summach. Dave leads the Seer Studio focusing on creative and digital projects across the firm. Dave is a cinematographer, photographer and director in his own right.

Dave created the strategic framework and led the team who created the multimedia, B2C and B2B campaign 'Insurance is Evolving' for Intact Insurance. This campaign ran for four years, achieving the Client's objectives at every critical review. Most recently, Dave led the team responsible for producing an augmented reality (AR) app for Intact's broker roadshow.

Dave has also managed the BP A+ for Energy multimedia educational outreach program for BP Canada for 9 years.

Dave led creative output on Seer's architectural projects with Burns & McDonnell, the Atlanta Braves, Endeavour Energy, Willow (Digital Twins), AT&T Smart Cities Group as well as Cincinnati International Airports.

Geoff Summach - Chief Revenue Officer

Geoff is Seer's CRO, responsible for revenue generation across new and existing Clients, influencing the future growth of the business and refining operations to deliver account service excellence. Geoff also heads up marketing and communications, as well as strategic partnerships for the firm.

Geoff's unique experience as a coalition builder allows him to offer strategic insights anchored in measurable business imperatives. Geoff is the ultimate 'trust manager' ensuring the Client's voice is always heard, that healthy relationships grow with each project, and that Seer is continuously evolving and improving its service delivery.

Iain Ferguson - Creative Director

As a creative director since 1991, Iain Ferguson has been involved at a senior level in strategic planning for real estate in the UK and North America. He has extensive experience in UK heritage real estate development and placemaking, and created marketing fundraising for the acquisition and development of visitor properties for the National Trust for Scotland for 12 years, including the Robert Burns Birthplace Museum in Ayrshire and Newhailes House near Edinburgh. He has a long-standing interest in the work of 18th and 19th century architectural pioneers of the classical revival, notably the Adam brothers and Alexander 'Greek' Thomson.

In the hospitality sector, Iain led new product development for Abercrombie & Kent/Intrawest's shared ownership product trials. He was the lead writer and place-making storyteller for Pacific Beachcomber's Brando Eco-resort, Tetiaroa, French Polynesia. Iain was a consultant on the revised Relais & Chateau brand story for North America and he originated the Radical Hospitality brand story for Eagle Golf Management Services of Dallas, Texas.

In Metro Vancouver, Canada, Iain was a lead creative consultant on multi-year, pre-sales strategies for major master planning residential and hotel developments, including the downtown Trump International Vancouver, Station Square, and River Green 2 & 3. Iain has led creative strategy on suburban multi-family developments in Burnaby and Surrey in Metro Vancouver, as well as rental towers and master planning low-rise communities in Calgary, Alberta.

Jim Garfield - Account Lead

Jim Garfield is a marketing executive and former WHAM Network Chief Operations Officer from Los Angeles, California. Jim's professional career began in Adventure Racing as Red Bull's first American athlete, captaining winning teams throughout his career. Upon his retirement as a competitive athlete, Jim continued to follow his passion for sports and healthy lifestyle by creating JLG Management, representing professional athletes, brands and entertainment projects in the sports, active and healthy lifestyle marketplace. He was recognized by the State of California and

given the California Legislative Sports Award for excellence and leadership in the Woman's Sports and the Fitness Industry in the effort to fulfill the goals of Title IX.

Outside of the sports and wellness sector, Jim's work in master planning and community development was recognized by Bulldog Media with a Gold Medal for Excellence in Company Positioning/Branding for his work with CENTEX Homes.

John Picard - Executive in Residence: Focus Architecture & Technology.

John is a futurist and innovation catalyst who will change the way you think about sustainability and convergence for climate — transforming duty into opportunity, liability into a new asset class. John has a passion for the future — he wants all of us to meet him there as soon as possible.

He's literally been living in the future since he built his first super-smart eco-home in California. Since then, he's been designing for the future we all want to live in, from the City Center Hotel Las Vegas to Atlantic Station in ATL, via Grand Wailea in Maui, and even the White House.

John is forging tomorrow in Silicon Valley, coding architecture that is sensate, adaptive, regenerative, cost-effective and healthy. With John, everything converges on the future: people, places, spaces, software, hardware and Mother Earth in all her glory. John is weaving a new story of the Internet of Climate Change, a protective web of data around the world that will solve for the planet — and humanity.

Kirk Shaffer - Executive in Residence: Focus Aviation & Aviation Driven Economic Development.

Kirk is a leader with a 35-year record of success providing strategic vision and counsel as an entrepreneurial airport executive, advocate, and regulator. "Go to" business adviser to the world's largest airline, rental car company, aviation trade association, helicopter trade association, defense contractor, airport retail concessionaire, private hospital operator, and airports nationwide, from large hubs to designated relievers. Expert at establishing and exceeding business performance goals and objectives (profit, nonprofit, and governmental), building highly effective and collaborative teams, providing substantive advice on technical and policy issues, and inspiring people in highly performing organizations.

Two-time Presidential appointee at the Federal Aviation Administration (FAA), managing the systematic and political issues driving domestic and international civil aviation as they relate to airports. Recognized for innovative and adaptive leadership of national organizations to surpass goals and expectations. Plain-spoken, engaging, authoritative communicator. Well-known for identifying and promoting diverse human talent. Expert at identifying strategic issues, formulating policies to address them, and building consensus amongst aviation stakeholders with competing priorities to successfully implement industry change. Broadly experienced with Congressional testimony and effectively interacting with other senior executives, elected officials, and the media.

Kyia Young - Senior Manager, Content & Digital Strategy

Kyia is Seer's Senior Manager of Content & Digital Strategy. With a background in sports, entertainment management and marketing, she utilizes the tools and expertise gained at the University of Louisiana at Lafayette, Clark Atlanta University, and Louisiana State University.

Kyia is focused on managing the integration and implementation of Clients' strategic narratives through content and editorial calendars, channel planning, publishing, tracking and generalized digital audience development.

Jackie Cruz - Marketing Assistant

Jackie is Seer's Marketing Assistant and Content Administrator, providing support to both the Seer staff and Clients. Jackie's curious mind makes her a voracious learner as a third-year student at Georgia State University, majoring in Marketing with a Digital Marketing concentration.

Element 1: Redevelopment Planning and Implementation Support

Phase 1 - Community Engagement and Priority Gathering

Seer Discovery

The Seer discovery process focuses on gathering qualitative data and insight in the context of existing quantitative data. Seer will begin with a request for documents from the Client. The initiation of this general literature review will include any reports, research, planning or other documents deemed relevant to the creation of the Client's Element 1 desired plan.

Seer will simultaneously work with the Client to develop a 'key constituents map' that identifies a listing of influential individuals and entities relevant to co-development of the future master strategy. A variety of research methodologies may be implemented. Seer will lead the development and activation of that research plan with the Client. Seer will also represent the Client (where approved) to source and negotiate third party vendors or consultants to execute specialized functions of the research plan. These Client approved initiatives will be identified as pass through costs and may be billed directly to the Client or to the Client through Seer at the Client's request.

With a complete literature review and key constituent map in hand, Seer will initiate a series of forty (40), 360° interviews with internal and external perspectives. These one hour interviews are facilitated and recorded (transcripts provided to the Client at request) by Seer with the intention of identifying recurring patterns and understanding the needs and catalytic capabilities of the current state of the community, available or identified land and the future or aspirational state and its impact on economic development, housing and the overall satisfaction of Modesto residents. The discovery process may also utilize a series of focus groups, intercept or digital surveys as well as digital ethnographic research concentrated on studying online conversation to understand the underlying patterns and attitudes of residents. The culmination of this research and assessment will be presented in an Emergent Findings report and will be presented to elected officials, city staff and residents as the Client deems fit. Following any discussion and debate, a finalized version of the Emergent Findings report will also act as the foundations for the creation of a 'Why Modesto' narrative related to attracting the development community and capital markets for investment.

ELEMENT 1: Process Details

Key Constituent Mapping & Interviews [250hrs - Expected Budget \$50,000]

- A detailed analysis of key influencers in the public, private and philanthropic realms. Public sector may include municipal, county, state, federal and academic entities at all levels. Private sector may include small business, mid cap and enterprise level corporations and business associations. Philanthropic sector may include charitable entities, community associations, NGO's, family offices, the arts and other grassroots advocates.
- A detailed analysis of relevant business interests, associations, potential partners and funding sources, both public and private and opportunities for Modesto at large.
- Conduct, record, transcribe and analyze 40 constituent interviews .

General Audience Review [140hrs - Expected Budget \$28,000]

- Comprehensive analysis of key audiences for the project and articulation of assumed audience motivations.
- Analysis of industry or sector competitors, threats to the build and post-build success of the masterplan or individual projects.
- Focus on the comparison between the general demographics of the DMA and the project locale to assist in articulation of potential business growth and project second and third ring positive effect.
- Review regional demographics to identify the potential to expand the planning process to include other cities in the county or to work cooperatively with neighboring counties.
- Conduct ancillary research through 2-3 focus groups or town hall style events. Summary findings to be used to build a broader digital questionnaire for residents at large. Summarize and integrate findings with 1x1 constituent interviews to populate the Emergent Findings deliverable.

Digital Ethnographic Review (optional) [Pass Through Cost - Expected Budget \$85,000]

- Digital cultural anthropological investigation of local, regional and national conversations at scale (where data is available) to establish a deeper understanding of the motivations of key audience groups (residents, developers, capital markets) at all three levels.
- Identify localized cultural nuances, taboos and existing dynamics occurring within and between political, ethnic and geolocated groups in the city and county.
- Collect heritage information to better understand local identity, binding or group affiliation elements and mechanisms for broad adoption of master planning concepts.

Base Data Review [250hrs - Expected Budget \$50,000]

- Review Client database and available owned audience for communication planning sequencing and messaging development.
- Review the City of Modesto land holdings database, city and county parcel maps, infrastructure and services planning and assessment.
- Review city approved in progress development sites for mixed use retail, office, housing, academic, leisure and entertainment as well as transportation infrastructure including road, rail and aviation.
- Review and catalog any previous approved development with long term future development or zoning restriction or protection clauses.

Program Development [250hrs - Expected Budget \$50,000]

- Jointly review the Client's goals for the project or projects and develop an initial program of potential uses in a facilitated 1 day onsite workshop.
- Prepare initial Concept Studies and Site Yield Analysis, including conceptual site plans, design scenarios which might include floor plans (where applicable), and building sections based on the pre approved design program (number of schemes and depth to be determined by the Client).
- Prepare preliminary development summary, with square footage assumptions and residential unit mix, broken out by use type (retail, office, hospitality, residential, etc.) and potential target users or adjacent benefactors.
- Explore and identify peak-demand analysis for shared-parking, per ULI guidelines
- Meet with Client to present and review preliminary design concepts, further discuss project goals, examine opportunities and constraints, discuss pros and cons of various schemes, and determine design direction for refinement.
- Prepare updated Concept Studies and Site Yield Analysis include precedent studies, conceptual site plan. **Optional:** include conceptual floor plans, rendered perspectives, fly-through animations, and 3D computer model to study conceptual massing.

Hourly Staff Rates

Peter Sorckoff	\$275.00/hr
Dave Imbach	\$165.00/hr
Iain Ferguson	\$135.00/hr
John Picard	\$350.00/hr
Kirk Schaffer	\$475.00/hr

Jim Garfield	\$90.00/hr
Kyia Young	\$65.00/hr
Jackie Cruz	\$30.00/hr
Suggested Blended Agency Rate:	\$198.00/hr

Phase 2 - Site Analysis

Utilizing the insights gained from both the qualitative interviews, available secondary research, literature review and any necessary newly commissioned studies (housing, transportation, environmental), Seer will develop the overarching strategic narrative for development in Modesto. Inside of that broader narrative will reside secondary, site specific analysis and selling narratives which in their makeup will contemplate neighborhood compatibility with the desired use, existing land use, environmental, infrastructure (utility, roads, sidewalks, etc.), fiscal analysis, and legal considerations (California Environmental Quality Act, Surplus Land Act).

These elements will be formative in the creation of Modesto's strategic narrative; how it might incorporate recent master planning work and community building initiatives, county wide initiatives (Stanislaus 2030) all while informing and driving communication, public awareness campaigns, tourism and economic development content.

Seer will work with the Client to specifically define the requirements of fiscal analysis and legal consideration so the Site Analysis Report remains in complete compliance and as a viable tool for developer pursuit and framing of defined site use with developers and capital investors.

Site Analysis Process Details

Preliminary Site Yield | Feasibility Studies [120hrs - Expected Budget \$24,000]

- Base Data Review, obtain from the Client and review all available documents related to core or catalytic development sites or those specifically identified by the Client.
- Site Reconnaissance, conduct a site visit with the Client to review, field-verify, and photo-document the existing conditions, identify issues, planned infrastructure or services improvement. View adjacent properties for potential positive or negative impact and discuss the implications of potential site development program on existing infrastructure (urban housing density vs. road systems etc).
- Review current land, structure and housing values and overlay current market real estate needs and by price point.

Site Evaluation & Planning [300hrs - Expected Budget \$60,000]

- Model site location against precap planning and a go/no-go matrix. Develop a go/no go criteria if one currently does not exist.
 - Articulate recognized threats to the site plan, solution sets to enact if threats are manifest.
 - Develop a schedule and milestones for the development process as well as profile and requirements for the ideal developer candidate firm.
 - Establish a package of pre approved incentives, abatements, opportunity zone or special district subsidies.
 - Assess the site in the context of current and projected municipal, public, private infrastructure spending, contemplating current and future traffic circulation, interconnectivity with existing road, rail and aviation systems.
 - Forecast site saliency in the context of general economic trends and interoperability with mixed use retail, office and integrated affordable, work force and market rate housing for optimal economic diversity, impact and resilience.
 - Review and consider site planning related to the preservation of natural resources, access to park systems, public gathering areas, the river and a 'Modesto Townhall or Square where diverse communities can converge and interact.
-
- a. Circulation System Assess the traffic circulation pattern(s), including that associated with the major transportation corridors. Assess the system functionality as related to existing and future land uses. Recommend improvements, modifications, and methods to address future conditions (increased traffic, traffic and pedestrian safety, new technologies / modes, etc.).
 - b. Economic Development Assess potential mixed-use development, and other economic development opportunities that can enhance the quality of life for area residents and the community at-large. These opportunities may include dining, entertainment, retail, industry civic centers, recreation, health centers, and others.
 - c. Affordable and Market-Rate Housing Development Assess potential housing development, including affordable and market rate, low-density and high-density, in alignment with neighborhood compatibility, and existing and nearby land uses. This assessment shall include the financial analysis of potential development which includes environmental, infrastructure, and legal considerations.
 - d. Natural Resource Preservation The Consultant will be required to consider natural resource preservation and management and to consider how potential redevelopment opportunities may impact the Tuolumne River. The Consultant will also be required to evaluate how potential redevelopment opportunities can foster a greater connection to the river, via plazas, and other public gathering spaces.

The City of Modesto, under new leadership, is preparing the foundations of strategy for a multifaceted development and revitalization plan that could include; mixed use retail districts, a tech center, Class A office space, affordable workforce and market rate housing development as well as hotel and conference space. These elements would serve as integral components for

developments capable of driving local economic growth and advancing Modesto's vibrant and equitable community.

In Seer's experience, large-scale developments often benefit from proximity to water, either as riverfront or lakefront. River views make it possible to create differentiated residential real estate, where premium offerings can subsidize affordable or workforce rate housing. River oriented development can also lead to boundary-breaking symbols such as pedestrian bridges over the river or highway to link downtown projects to isolated West Modesto communities and West Modesto communities to a vibrant, multifaceted downtown core. The ultimate goal, to capture the essence of what makes Modesto and the residents of Stanislaus County unique, its vision for a diversified future and how that translates through new developments while optimizing or leveraging existing infrastructure and Modesto's heritage assets.

Hourly Staff Rates

Peter Sorckoff	\$275.00/hr
Dave Imbach	\$165.00/hr
Iain Ferguson	\$135.00/hr
John Picard	\$350.00/hr
Kirk Schaffer	\$475.00/hr
Jim Garfield	\$90.00/hr
Kyia Young	\$65.00/hr
Jackie Cruz	\$30.00/hr
Suggested Blended Agency Rate:	\$198.00/hr

Phase 3: Redevelopment Plan Approval: Submit, and present the site analysis and draft redevelopment plan to the stakeholders for a final opportunity to provide feedback. Following consideration and feedback from stakeholders, the plan will be submitted and presented to the Modesto City Council for consideration and approval.

[200hrs - Expected Budget \$40,000]

The third phase is the tactical translation of the deliverables from phases one and two to key departments throughout the organization. Seer will draw on approved Mapping modules, such as promise, purpose and assets, to craft a compelling overarching narrative. So, while the broader organization will continue to tell their story, and all the stakeholders will continue to tell their individual stories, the narrative will allow them to naturally align and ladder up to a vision that incorporates them all.

A progressive, holistic and leveled approach to planning that places business imperatives at the center of all decisions and considerations to inform the build not vice versa. This planning model spans across four aspects and is inclusive of many constituents, models and vectors at an

enterprise level to ensure that a complete picture is captured. The findings are then translated and demonstrated through the design development process. This process will allow for a comprehensive understanding for the various constituents and will result in a cohesive visual and written narrative for placemaking, onboarding, and approval.

Hourly Staff Rates

Peter Sorckoff	\$275.00/hr
Dave Imbach	\$165.00/hr
Iain Ferguson	\$135.00/hr
John Picard	\$350.00/hr
Kirk Schaffer	\$475.00/hr
Jim Garfield	\$90.00/hr
Kyia Young	\$65.00/hr
Jackie Cruz	\$30.00/hr
Suggested Blended Agency Rate:	\$198.00/hr

Phase 4: Implementation: Once the plan is approved by the City Council, the selected consultant will provide project management support to the city to assist in implementing the plan, which may include: adhering to State and Federal requirements, preparing procurement related documents to solicit potential development proposals, reviewing city policies and ordinances to confer whether adjustments are required and provide any other miscellaneous support to city staff to implement the plan.

[450hrs - Expected Budget \$90,000]

Initiated after formal approval of the Redevelopment Planning document in Phase 3. Seer will begin to construct a high-level go-to-market planning (GTM) document used to align the strategic narrative and all of its subordinate planning with prospect tiers and qualified targeting.

At the completion of the strategy work, Seer will provide recommendations on project positioning for potential partnerships and innovations where appropriate and applicable. With the Client's approval, Seer will continue to represent or advise the City in negotiations with outside entities core to dimensional development. Those entities may include teams, leagues and private sector locally, regionally and nationally.

Seer, through the lens of fandom will also be prepared to provide recommendations for the Modesto City brand, identity, positioning and how that might be reinforced through traditional and non-traditional marketing, experiential tactics, messaging and channel management.

Hourly Staff Rates

Peter Sorckoff	\$275.00/hr
Dave Imbach	\$165.00/hr
Iain Ferguson	\$135.00/hr
John Picard	\$350.00/hr
Kirk Schaffer	\$475.00/hr
Jim Garfield	\$90.00/hr
Kyia Young	\$65.00/hr
Jackie Cruz	\$30.00/hr
Suggested Blended Agency Rate:	\$198.00/hr

Element 2: Project Management and Implementation Support

The selected Consultant will be required to provide project management and implementation support of the Downtown Master Plan, Stanislaus 2030 Blueprint, and River District Study, and provide additional support related to these projects as required by the City. This work may require periodic in-person and virtual meetings with stakeholders, City staff, preparation and submission of reports, presentations, and related assignments required to complete assigned deliverables.

[750hrs - Expected Budget \$150,000]

The core Seer team designated to partner with the City of Modesto is a diverse and experienced group. Peter Sorckoff will lead all facets with Jim Garfield as Account Manager and assign a local Modesto resident as Project Director. It is Seer's position, that a local resident with long standing knowledge and relationships in the private and public sector will be vital to manage schedule, alignment and the multitude of constituents required to advance complex developments.

Peter and David Imbach will work with research partners and the City of Modesto to formulate approach, methodologies and execution of research and segmentation studies, if required.

Facilitated workshop days are an opportunity for the Seer and the City of Modesto officials to meet in person to discuss discovery/research findings, audience segments, regional competitive landscape and the translation of project deliverables against business metrics relevant to both the public and private sectors.

Go-to-Market and day-to-day operations will be led by the Project Director and Account Manager but supported by the full Seer team.

SHARE INSIGHTS, COLLABORATE, LEARN & NETWORK

Hourly Staff Rates

Peter Sorckoff	\$275.00/hr
Dave Imbach	\$165.00/hr
Iain Ferguson	\$135.00/hr
John Picard	\$350.00/hr
Kirk Schaffer	\$475.00/hr
Jim Garfield	\$90.00/hr
Kyia Young	\$65.00/hr
Jackie Cruz	\$30.00/hr
Suggested Blended Agency Rate:	\$198.00/hr

Budget Forecasting

All budget forecasting is subject to revision as the scope of the projects is refined. Seer's intent is to provide a general forecast of the hours required to execute on each section as has been explained, utilizing a blended agency rate of \$198.00/hr. Seer also expects that pass-through costs of other consultants or entities will need to be discussed as an element of the broader budget. Seer has also allocated a specific budget for travel and onsite events but will work with the client to outline expectations and ultimately specificity around those events and their frequency.

Budget Summary

ELEMENT 1

Key Constituent Mapping & Interviews	[250hrs - Expected Budget \$50,000]
General Audience Review	[140hrs - Expected Budget \$28,000]
Digital Ethnographic Review (<u>optional</u>)	[Expected Budget \$85,000]
Base Data Review	[250hrs - Expected Budget \$50,000]
Program Development	[250hrs - Expected Budget \$50,000]
Preliminary Site Yield Feasibility Studies	[120hrs - Expected Budget \$24,000]
Site Evaluation & Planning	[300hrs - Expected Budget \$60,000]
Redevelopment Plan Approval	[200hrs - Expected Budget \$40,000]
Implementation	[450hrs - Expected Budget \$90,000]

ELEMENT 2

Project Management and Support	[750hrs - Expected Budget \$150,000]
--------------------------------	--------------------------------------

Total Forecasted Hours	2710 hours
Total Forecasted Cost	\$542,000.00

Project Examples (3)

Braves Master Planning and Enterprise Strategy (2019 - Present)

In July 2019, Seer was presented with the opportunity to partner with Burns & McDonnell on the Truist Park Stadium Masterplan for the Atlanta Braves. The priority for the team was to contemplate revenue optimization while expanding the product array and optimizing pre built spaces. With design partner Burns & McDonnell Seer was able to deploy its linear three phase process (Discovery, Mapping, Goto Market) while taking advantage of BMcD's fully integrated design-build organization. The outcome of Seer's work populated a dimensionalized brief that drove design concepts, engineering and construction planning and scheduling. The reduction of gaps between design, engineering and construction optimized both schedule and budget.

The secondary imperatives of this project were to celebrate 'neighborhoods', improve circulation and access, better integrate amenities for larger audiences while building scarcity in other products to drive yield curves. After working to rebuild product and pricing strategies along with selling narratives across a broader enterprise level strategy the Braves were able to drive an additional \$11.5M in revenue in the first year following the work. The Braves and the Battery district are now redeveloping 6 other areas of the facility and expanding the adjoining district development to the north and west sides of the stadium.

CVG International Airport (2020 - to Present)

In 2020 - 2022, Seer was invited to execute its three phase comprehensive process in addition to a quantitative and qualitative research study to establish a new strategic narrative for CVG to coincide with the organizations' 2021-2025 strategic plan and a broader region-wide narrative for the City of Cincinnati. Seer's work revealed that the organization had no strong pre-existing narratives purposely in the market for passengers, carriers or supporting partners. Instead, there were a number of competing storylines that borrowed from regional narratives and reimagined the future as a repeat of the past. These storylines were often in conflict with each other and created shared regional tensions that limited economic growth and resulted in significant talent churn.

The resulting Emergent Findings report explored the following themes in detail and repositioned them as opportunities for growth and the reimagination of an international airports infrastructure and primary revenue streams. The final outcome was the development of four primary new business lines.

- A hub and spoke model for vertiports, eVTOLs advanced mobility and rural air service.
- A data as a service offering - compiling and collating millions of annual data points and reselling those insights to onsite partners and the model to other airports.
- An onsite applied innovation lab to test new technologies, productize and commercialize local and regional start ups.
- An onsite power generation model capable of integrating unrecyclable plastics for the creation of carbonless diesel/jet fuel, microgrid and onsite power storage to provide energy resilience for the organization as well onsite partners, carriers and other land users.

The firm summarized the findings into four themes, or perspectives, that contain the seeds of opportunity:

- Talent and Capital Deficit Perspective
- Economic Inertia Perspective
- Supply Chain Trap Perspective
- Innovation Credibility Gap Perspective

Seer found many potential themes that could be explored to fill the narrative gap. We call them platforms and pipelines. Both of these constructs were designed to create tangible points of

engagement for on-property and regional partners. They are infinitely 'executable' as sustainable vehicles for making the strategic vision throughout the next five years real in the market's eyes. They are conceived to serve CVG's business imperatives but in doing so also speak to the identified needs of the region.

Finding #1 - Welcome to...Where Exactly?

CVG is more important to people who use it more. This is self-evident. But it's crucial that we don't jump to conclusions, assuming that we know how CVG is connected to the region. We often hear the phrase that CVG is the 'front door' to somewhere - but are we sure we know where that somewhere is located on the mental map of stakeholders, visitors, inhabitants and travelers?

- This finding relates to:
 - Create a customer-centric CVG brand and experience
 - Grow air service

Finding #2 - Environmental Rhetoric: Empty or Spacious?

CVG is moving in the right direction, but they identified issues that need to be addressed. Our research partner, MotiveQuest, found that car rental problems are top of mind - with Baltimore being the worst. The second priority is the focus on carriers and fares means that parking, security, logistics, and food account for a smaller percentage of conversation than peer airports.

- This finding relates to:
 - Create a customer-centric CVG brand and experience
 - Grow air service
 - Fuel performance via operational excellence
 - Leverage venture, partnerships and collaboration
 - Ensure financial stability

Finding #3 - For Business, Pleasure or B-leisure?

CVG advocates are attracted by the story of lower airfares and more destinations with low-cost airlines. CVG made this story real with hybrid five-year deals, like the one that brought Southwest on board. Our search trend overview shows that CVG is aligned with 'cheap flights, Frontier and Allegiant.' This was an open door that was pushed wider.

- This finding relates to:

- Create a customer-centric CVG brand and experience
- Grow air service
- Fuel performance via operational excellence
- Leverage venture, partnerships and collaborations

Finding #4 - The Goldilocks Story May Not Always Gold

In many different forms, we heard the Goldilocks story loud and clear. CVG's weather is just perfect - America's sweet spot. The Cincinnati region is perfectly situated East/West/North/South to quickly reach the majority of US population centers. The city is not too big and not too small. Flight times and schedules are acceptable. CVG and Cincinnati are stable and safe - and that's attractive to a certain kind of capital. But, it may dampen enthusiasm from start-up talent (and its associated capital) looking for a narrative of bootstrapping and openness to risk.

- This finding relates to:
 - Create a customer-centric CVG brand and experience
 - Grow air service
 - Leverage venture, partnerships and collaborations

Finding #5 - Airport City or City Airport?

There was a strong sense that the region could become the 'logistics superhighway of the USA.' The arrival of Amazon will add heft to those storylines. There were, in contrast, strong concerns that even this regional story is a 'one-note solo' that won't properly reflect the spectrum of potential in the region, narrowing the capital base and pigeon-holding the workforce.

- This finding relates to:
 - Create a customer-centric CVG brand and experience
 - Grow air service
 - Fuel performance via operational excellence
 - Leverage venture, partnerships and collaborations
 - Ensure financial stability

These findings work together to produce information from quantitative and qualitative data through discovery interviews, desk research, and research provided by our partner firm, MotiveQuest. Strands, on the other hand, produce solutions to each finding on how CVG can make them an attainable reality.

STRATEGIC NARRATIVE STRANDS

Strand #1 - Be brand Cincinnati and Friction is your Friend

Cincinnati's lack of a clear identity is the touchstone to much of the region's internal tensions. The inability to succinctly describe Cincinnati has also left it insecure about its national identity. Delta still holds a large amount of influence on today's regional narrative because it was so central to the past and because no new stronger narrative has replaced it. Is it CVG's job to define the identity of a region? Our answer is no. But, it is our belief that if CVG was in fact able to do so, it would lay claim to a powerful new position in the ecosystem.

Strand #2 - Passengers Move the Economic Wheel

Passenger traffic is integral to the five-year plan for good reason - it is symbolic of what an airport means to a region - how many flights, how many destinations. Passenger traffic is symbolic (and core to the narrative) of growth, connectedness and economic health.

Strand #3 - Don't be Afraid to Talk about your Feelings

The depth of trust amongst the CVG team and the people that work closely with them describe staff as being effective leaders with efficient management skills. The depth of this trust and its correlation to competence should not be underestimated - which are strong qualities to have to bring the next five-year plan to fruition.

Strand #4 - The Entrepreneurial Mindset

There is a natural connection between this mindset and our aspirations in the innovation space. Entrepreneurs are capable of recognizing and leveraging pre-existing market opportunities. It's this mindset that will truly allow us to act as the transformer to the region...and why risk shouldn't prevent us from thinking big.

Strand #5 - Embrace being Home and Stability

The new ingredient in **home** is to embrace the paradox of CVG - it is home for people, products and ideas that are in constant motion. A home for people who are not afraid to move.

Strand #6 - A Talent Pipeline and Developmental System

The Oxford Municipal airport is a bigger opportunity than meets the eye. Oxford is a great opportunity for CVG to extend its management expertise, and an excellent developmental training ground for middle managers to hone their skills and build experience. We also assume it is likely the first site in a new CVG network.

Strand #7 - Advanced Mobility, CVG Constantly in Motion

The notion of transportation is evolving exponentially and CVG can stand in the middle of it all. First river, rail, road, runway, and now eVTOLs, drones, hyperloops, starships, fast-mover barges: it's all happening in some form in the region - we are the entity to aggregate and organize it. This is how we keep a balanced economy, assuage the fears of distribution center saturation, and hedge against an economic future that could be vulnerable to automation.

Strand #8 - Innovation as a Living Lab for Applied Research

The Living Lab is a place to launch a consulting practice. It's a product demonstration showroom where we can scale emerging technologies. The Living Lab will be a platform: a flexible structure for engagement, for testing, for productization, for commercialization and for working together across disciplines. This is an airport lab. This will be integral to the economic wheel of travel.

CVG's relationship with Seer stands as an 'active client,' furthering these findings and turning them into actionable deliverables. The firm partnered with CVG and Kentucky General Aviation Airport for master planning, consultation, and ongoing support. CVG's forecasted economic impact for 2021 was \$5B but had already grown over \$7B by 2021. We believe this to be remarkable when considering the negative implications of the pandemic on the aviation sector.

Fanatics (2021 - 2022)

As a data and e-commerce platform with a \$34B valuation, Fanatics strives to not only provide products and services in a B2C and D2C environment but also to engage in B2B relationships to support and expand their business imperatives. The Seer team was hired to contemplate new business lines and to research internal and external perspectives on the Internal Venue teams working practices and brand identity: its perceived value to Fanatics and client teams, operational and organizational growth opportunities, and its current relationship with the broader Fanatics enterprise. The firm's three phase process and unique qualitative methodology provided findings that helped inform brand and sales strategies for new platforms and programs to drive new and incremental business while improving client renewal rates within existing staffing, resources, and organizational parameters.

We broke our research up into two categories: internal and external with suggestions for each. Each internal finding is what affects the business and internal staff. External findings are what would affect or what is currently affecting consumers and Fanatics' clients. We concluded each finding with areas of strategic suggestions - similar to the 'strands' included in the CVG case study.

Internal findings were grouped in the following:

- Divergent Priorities of E-Comm and Brick and Mortar
- High Demand, Low Resources
- Divergent Perspectives on Brand Expression
- Multidimensional Opportunity, Unidimensional Focus

External findings included:

- Client Expectation Creep
- Market Confusion by Organization's expansion to Gaming
- Mismatch of Scale & Customization

Strategic suggestions for moving forward:

- Broaden Brand Articulation Internally
- Broaden Brand Awareness and Relevance Externally
- Unify and Productize Data for a Unified Commerce Experience

- Establish the Entity as Thought Leaders for Fandom and Fashion
- Explore New Contract Models to Deliver a Broader Scope of Services

Based on our suggestions, Fanatics has implemented the following platforms and programs internally:

- **Members - only capsule collection and renewal program**
 - **Team Personnel Target:** CRO, CMO, SVP Ticketing, Director, Membership & Retention, Director Premium Sales
 - **Revenue Stream:** Ticketing - Membership Sales & Retention
 - **Platform Description:**
 - The Membership Capsule Collection is a small, customized and curated retail line developed specifically as an incentive for membership and FSE renewal campaigns.
 - The goods in this collection should be unique and unlike anything available in the team shop or online. Products in the collection might utilize silhouettes from oncourt/field brands like Nike, Adidas, or collaborations with smaller niche brands (Mitchell & Ness) to drive perceived value. Design work can originate with the team, local designers or be deferred to Fanatics or a Fanatics selected outside resource.
 - **BETA Client Teams:** New Jersey Devils, Golden State Warriors, Monumental Sports, Pittsburgh Pirates, Indianapolis Colts
- **Member bundled hard and soft services (NFT & Jersey/Soft Goods)**
 - **Team Personnel Target:** CRO, CMO, SVP Ticketing, Director, Membership & Retention, Director Premium Sales, Director, Group Sales
 - **Revenue Stream:** Ticketing - Membership Sales & Retention, Premium Sales, Group Sales
 - **Platform Description:**
 - The NFT and Jersey platform is one example of a digital and hard good bundle that could be packaged and utilized by teams to meet a variety of business imperatives. New membership/FSE campaigns could position a limited number of bundles with specific seating locations or ticketing product types.

- This platform might be further augmented with the Fanatics Jersey Assurance program, providing additional value to the teams most important customers and could be a new adjacent product Fanatics offers IVR client Membership Services teams - Jersey Assurance+.
 - **BETA Client Teams:** Golden State Warriors, Atlanta Falcons, New Jersey Devils, Pittsburgh Pirates, Indianapolis Colts
- **Fanatics DAS (Data as a Service)**
 - **Team Personnel Target:** CRO, CMO, SVP Ticketing, VP Business Intelligence, Facilities President, VP Bookings
 - **Revenue Stream:** Team Ticketing - Membership Sales & Retention, Group Sales, Individual Sales, Facilities Event Bookings, Sponsorship - New Business
 - **Platform Description:**
 - The Fanatics Data as a service offering productizes specific data sets (actualized insights) for targeted team pain points and business imperatives in the ticketing, sponsorship and facilities booking space. Fantelligence is a fledgling product that could be scaled as a portal to offer teams unified (e-comm and IVR) datasets for direct response campaigns driving new membership/FSE, group and individual sales.
 - Working with team business intelligence groups to create automated campaigns leveraging Fanatics 82 million data lake records for ticket sales. A sponsor pass-through opportunity would allow client teams to offer a small group of sponsors access to the Fanatics data lake national digital campaigns. All facets of campaign management would be routed to Fanatics Partnership Solutions and Fanatics would capture 15% of gross ad spend on the platform.
 - **BETA Client Teams:** Brooklyn Nets, Pittsburgh Pirates, Monumental Sports
- **Co - Branded Major League and Colleague Hat Program**
 - **Team Personnel Target:** CRO, SVP Ticketing, Director, Group Sales
 - **Revenue Stream:** Ticketing - Group Sales
 - **Platform Description:**

- Co-branded headwear, local and regional collegiate alumni and group tickets as a single game bundle. Fanatics will offer Fanatics brand or partner headwear options with pre-cleared collegiate licensing, Teams Group Sales departments will identify local and regional collegiate alumni to target or single game events.
 - As pre-determined and targeted events, product forecasting should occur pre-season allowing ample time for procurement, manufacturing and delivery of Fanatics products. A group sales business book builder, capable of annual renewals and year over year growth with individual alumni associations. Fanatics data services (Fantelligence) might also be included for advanced targeting. Seer would also recommend co-development of this concept with the Fanatics Collegiate business unit.
- **BETA Client Teams:** Monumental Sports (Wizards, Capitals), San Francisco Giants, Jacksonville Jaguars, Pittsburgh Pirates
- **Sports, Music, Retail Trifecta**
 - **Team Personnel Target:** CRO, CMO, SVP Ticketing, Director, Group Sales, Director, Marketing & Promotions, Director Fan Experience, Director, Broadcasting
 - **Revenue Stream:** Ticketing - Individual and Group Sales bundling individual game tickets, pre/post game concerts, customized entertainer directed retail and digital albums - leverage the Fanatics Music group
 - **Platform Description:**
 - This platform combines Fanatics IVR retail acumen and ecomm reach with the firm's music and concert business line. As a product, Fanatics could offer client teams a full integrated musical performance to pair with specific games. A bundled product of game ticket, in-game musical performance, digital album and customized IVR only co-branded team/artist t-shirt or headwear.
 - This platform would be enhanced with Fanatics proprietary data sets, used to promote the bundle to both team and music/artist fans, ideal for a primary sponsor and third party retail sponsor, which could be sourced by

Fanatics Partnership Solutions or the clients' sponsorship group. An array of ticket packages at various pricing codes could also include artist meet and greets as well as other experiential opportunities. Participating artists could be routed on multi-team tours to reduce cost and scale opportunity.

- **BETA Client Teams:** Indianapolis Colts, New Jersey Devils, Monumental Sports - Wizards

References

For references, Seer has included current and former Clients, colleagues, and individuals who have lended their time and efforts to our projects and deliverables. If you would like to get in touch with any of the following individuals, please feel free to reach out to Seer so we can assist with scheduling.

Name	Title	Email
Derek Schiller	CEO of Atlanta Braves	Natalie.Lopez@braves.com
Brian Cobb	Chief Innovation Officer, CVG International Airport	Bcobb@cvgairport.com
Melissa Wideman	Vice President ESG Initiatives at Cincinnati/Northern Kentucky International Airport	Widemanm@gmail.com
Ed O'Brien	SVP, Business Strategy, Fanatics	Eobrien@fanatics.com
Jeff Sitner	Former Principal Practice Lead, Burns & McDonnell	Jeff.Sitner@perkinswill.com

Description of services provided:

Atlanta Braves - Enterprise - level strategy, master planning, and brand identity

CVG International Airport - Enterprise - level strategy, brand identity refresh, master planning and consulting

Fanatics - Establishing business lines, narrative, and brand identity

Burns & McDonnell - Enterprise - level strategy, consulting, and establishing business lines