



LIVE NATION®

FPC Live and Live Nation's Response to

THE VETERANS MEMORIAL COLISEUM RFP

The data contained in pages 38, 39, 40, 41 of the proposal have been submitted in confidence and contain trade secrets and/or privileged or confidential proprietary information and such data shall only be disclosed for evaluation purposes, provided that if a contract is awarded to this Proposer as a result of or in connection with the submission of this proposal, Dane County shall have the right to use or disclose the data therein to the extent provided in the contract. All diagrams, drawings, renderings, plans, specifications, models, narratives, illustrations, figures and other design or concept materials (collectively, "Design Materials") furnished by Proposer in connection with this RFP are and shall remain the exclusive property and confidential information of Proposer. This response is non-binding. No contract, obligation, or relationship of any kind shall arise between Dane County and Proposer unless and until a definitive written agreement is negotiated, approved, executed, and delivered by both parties. Each party shall bear its own costs and expenses incurred in connection with this RFP process and any Proposal, regardless of whether a definitive agreement is ever executed.

November 21, 2025



Peter Patten

Purchasing Manager, Dane County
210 Martin Luther King Jr. Boulevard
Madison, WI 53703

Dear Mr. Patten:

FPC Live, LLC, its parent company, Frank Productions, LLC (“Frank Productions”), and its joint venture partner, Live Nation Worldwide, Inc. (“Live Nation”), are pleased to submit the enclosed response to 2025-RFP-056-PR Veterans Memorial Coliseum Revitalization Project, (the “RFP”).

The Veterans Memorial Coliseum (VMC) at the Alliant Energy Center has served as both a major venue for live entertainment and events, and a focal point for Dane County’s residents and visitors since 1967. Since the day the Veterans Memorial Coliseum opened, Frank Productions has proudly been a longtime local partner involved in the venue’s success and growth. We are excited to reimagine and renovate the venue and reestablish the VMC as a must-play multipurpose venue for national touring artists of every genre and a wide variety of events. Headquartered in Madison since 1964, our decades of experience both with the Veterans Memorial Coliseum and in the Dane County community makes us confident that with the right investment and partnership, world class entertainment, events and community celebrations will again become commonplace on the Alliant Energy Center campus.

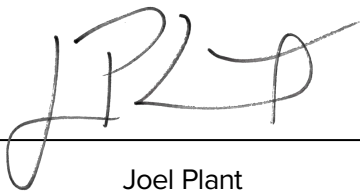
Our deep local roots with Frank Productions and FPC Live show our longstanding – and forward looking – commitment to the Dane County community. For more than six decades, our company has been dedicated to our people, our business, and our community, and those principles have helped us grow right here in Dane County. Our local team has delivered best-in-class programming while partnering with stakeholders throughout greater-Madison to make our venues beloved community assets. Whether by reinvesting in historic venues, building new state-of-the-art rooms, helping local and regional artists build their careers in the Dane County market, or booking top-tier talent to draw fans from multiple states, our commitments have remained steadfast.

Our partnership with Live Nation – the world’s leading entertainment company and operator of world-class venues across the globe – creates a valuable and enviable scenario: we couple the deepest local commitment and expertise with proven global success, experience and ability to execute a project of the magnitude required under this RFP. This relationship gives us the confidence to make the kind of investment required to bring the iconic Veterans Memorial Coliseum back to life and to assert that a renovated coliseum will again host artists, entertainers, and events for decades to come.

The team we have assembled for this generational public-private partnership brings centuries of collaborative local design, construction, promotion, and venue and event management experience. This partnership illustrates a true “buy local” venture where Dane County-born businesses will lead a project with the beneficiaries being Dane County taxpayers, Dane County businesses, and Dane County government.

We are thrilled to submit the following proposal for the renovation, reimagination, and renewed vibrance of the Veterans Memorial Coliseum and we look forward to discussing how our shared vision for the iconic venue can be achieved.

Sincerely,



Joel Plant
CEO



Lee Christensen (RFP Contact)
Director of Development



EXECUTIVE SUMMARY



FPC Live presents the following proposal for the design, construction, financing, and operations and maintenance of the Veterans Memorial Coliseum as a public-private partnership. As detailed below, our vision to revitalize the VMC into a state-of-the-art, entertainment-first, multipurpose venue not only achieves the operational goals of Dane County as described in the Request for Proposals but also catalyzes additional development opportunities on the Alliant Energy Center campus – and beyond – while addressing financial constraints currently endured by Dane County due to today’s challenging programmability of the Veterans Memorial Coliseum.

Our Team

Our team brings the rare combination of hyper-local commitment, expertise, and proven success of Potter Lawson, Findorff, Saiki Design, Pierce Engineers, JSD, IMEG, and FPC Live backed by the resources and expertise of Live Nation. As shown in the following pages, these partners have worked together to build and reimagine spaces throughout Dane County - including the original Veterans Memorial Coliseum itself - across Wisconsin, and beyond that enhance the culture, livability, and vibrancy of communities. Together, this development and operations team along with partners Generator Studio and Live Nation’s Blueprint Studio, Venue Nation, and Green Nation hit all the marks for a locally-driven, world-class renovation of one of Dane County’s most recognizable and beloved landmarks.



Our Approach

While renovations and restorations of historic and complicated structures can be complicated, including updating the building to current code standards for energy, structural, life safety, and accessibility, we will take a thorough and holistic approach to the design and development of the reimagined Veterans Memorial Coliseum to ensure that the building is transformed into a premier, state-of-the-art live music, performance, event and community venue.

Our vision is to retain the aesthetic of the VMC while simultaneously updating and upgrading the room to meet the expectations of artists, performers, fans, and patrons alike. When complete, users of the VMC will enjoy the mid-century modern design alongside best-in-class facilities and amenities – a difficult but achievable goal!

The renovation and future operations of the Veterans Memorial Coliseum includes comprehensive sustainability and resource conservation, starting with the retention and reuse of a majority of the existing structure. Additionally, through Live Nation’s Venue Nation, the venue’s operations would align to the best practices outlined in Live Nation’s Green Nation Charter. The Charter takes a holistic approach to improving environmental impacts across our events in line with the UN’s Sustainable Development Goals, addressing key areas within Climate Change, Resource Efficiency, and Public Engagement.

EXECUTIVE SUMMARY

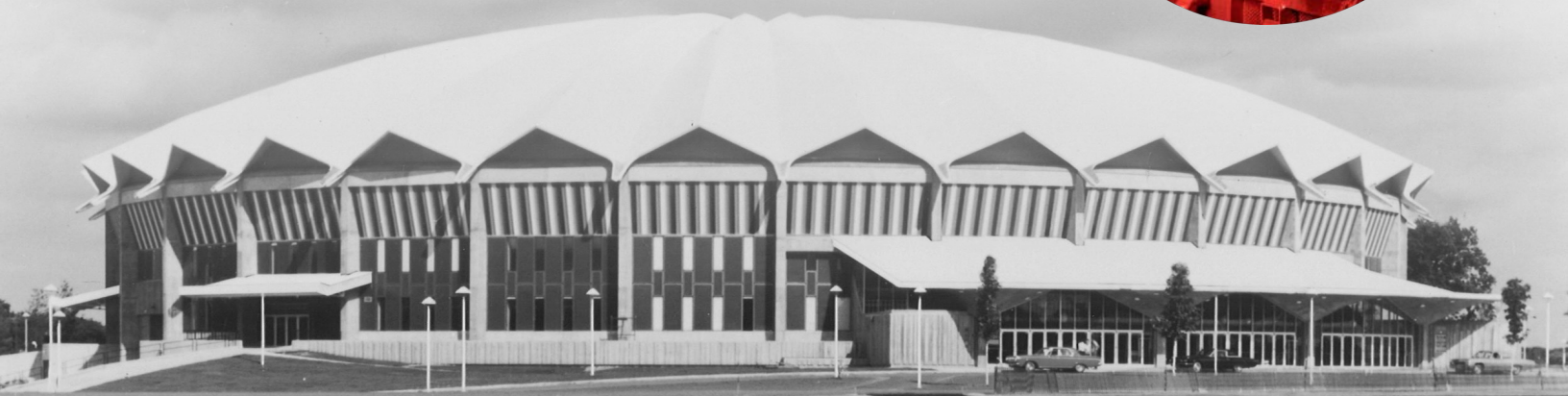


Our Partnerships

Our team prioritizes community partnership everywhere we do business across the globe, whether as an event promoter, venue operator, or both. We recognize the longstanding importance of the Veterans Memorial Coliseum to Dane County residents and visitors and we are well-situated to build on the partnerships that Frank Productions has developed during its sixty-two years headquartered here in Dane County for this renovation project.

Legacy Events

We recognize the need for events to continue on the Alliant Energy Center campus and the need to accommodate currently-contracted events during the renovation of the VMC. It would be impractical to promise that the Veterans Memorial Coliseum could continue its current operations unaffected by a renovation of this magnitude. To that end, our team will work to ensure contracted legacy events are able to continue during the construction, whether by exploring modified use of the VMC itself or through the use of alternative or temporary venues. We also look forward to working collaboratively with those event organizers to determine how best to accommodate as many of them as possible given the new venue layout, operations, and calendar availability.



EXECUTIVE SUMMARY



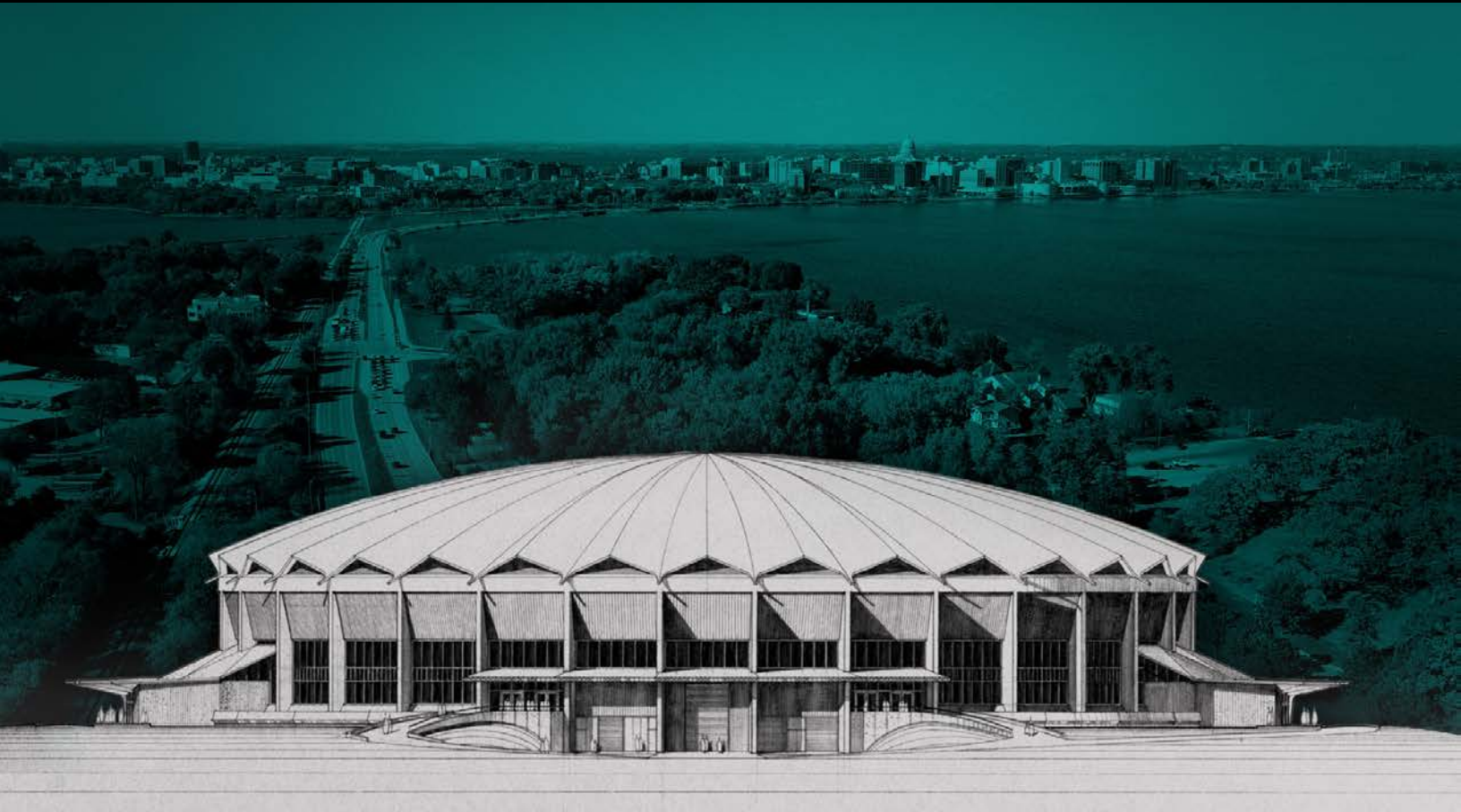
What Success Looks Like

Renovating and relaunching the Veterans Memorial Coliseum under a P3 is a historical fiscal and cultural investment for Dane County residents, Dane County visitors, and Dane County businesses alike. Entering a partnership driven by longstanding Dane County businesses, the County will unlock the smart, sustainable and desirable cultural and financial opportunities not just within the VMC itself, but within the entire Alliant Energy Center campus, generating broad social and economic impact to be enjoyed by Dane County for decades to come.

Under our proposed public-private partnership, Dane County will directly enjoy two tremendous outcomes: a renovated, sought-after, and busy Veterans Memorial Coliseum – including the economic impact of hundreds of thousands of new visitors coming to the Alliant Energy Center campus each year and the catalytic effect that a successful P3 generates – along with a shedding of the expense (loss) and financial risk of operating and maintaining a large historic venue like the Veterans Memorial Coliseum. The savings recognized by Dane County by entering our P3 will be almost immediate, generating an opportunity to reinvest in operations, capital projects or other uses as seen fit by County leaders. At a time when needs are great and resources are limited, repurposing tax dollars currently spent on the Veterans Memorial Coliseum is a smart reallocation.

Once complete, the renovated Veterans Memorial Coliseum will offer unmatched hospitality for artists, performers, fans and patrons. Our proposed upgrades include amenities expected by touring acts, event promoters, and community groups alike: audio, production lighting, acoustics, video systems, stage and rigging systems, back-of-house amenities, load-in and load-out functionality, and front-of-house amenities, including reimagined entrance spaces, enhanced food and beverage facilities, lighting, bathrooms, concourses and seating. The VMC will simultaneously look familiar to lifelong residents and be felt as state-of-the-art by everyone who enters the space.

TOP TO BOTTOM
SMASHING PUMPKINS / THE SYLVEE / 11.28.18
WILLIE NELSON / BREESE STEVENS FIELD / 05.20.24
CHRIS STAPLETON / ALLIANT ENERGY CENTER / 10.24.19



NORTHWEST ELEVATION

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FIRM PROFILE

TYLER CHILDERS
10.24.19 / THE SYLVEE

FIRM NAME	FPC Live, LLC
BUSINESS ADDRESS	29 S. Livingston Street, Madison, WI 53703
TELEPHONE NUMBER	608.234.5923
WEBSITE	FPC-Live.com
PARENT WEBSITE	LiveNationEntertainment.com
CONTACT PERSON FOR THIS PROJECT	Lee Christensen, <i>Director of Development</i> 608.345.1897 Lee@FrankProductions.com



FPC LIVE BRINGING LIVE MUSIC TO MADISON SINCE 1967.



WHERE WE PLAY

4
FPC Live Venues

6
Venue Partners



TICKETING & CONCERTS

550K+
Tickets Sold Annually

550+
Touring and Local Artists Worked With

640+
Concerts Annually



NATIONAL REACH

1.2M+
User Database

880K+
Website Visitors

430K+
Social Media Followers



OUR EXPERTS

5
Talent Buyers

10
Marketers

73
Full-Time Wisconsin-Based Employees



SPONSORSHIP PARTNERS

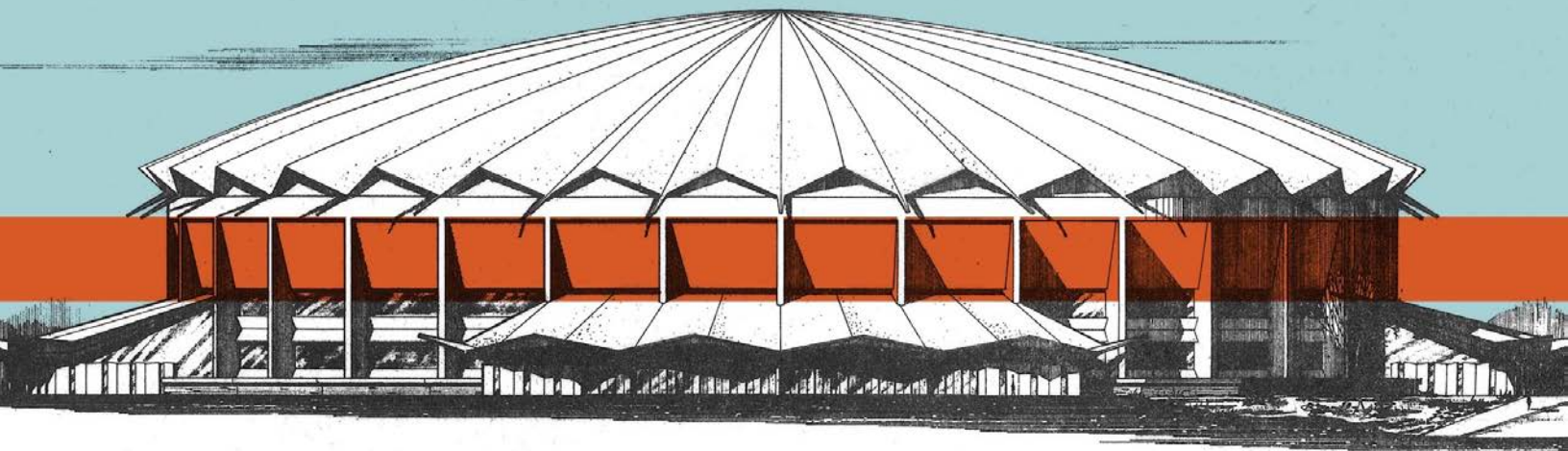
12
Brands

CAGE THE ELEPHANT
BREESSE STEVENS FIELD / 08.08.24



COMMITMENT TO LOCAL PARTNERSHIP

SIERRA FERRELL
05.16.25 / THE SYLVEE



AN INTENTIONAL TEAM OF VISIONARIES

Where National Expertise Meets Local Legacy

For this project, we have not just assembled consultants — we've curated a powerhouse team of innovation and excellence for this landmark project. Our design and construction team is a strategic pairing that blends national event venue mastery with Wisconsin's most trusted architecture, engineering, and construction leaders.

Blueprint and Generator Studio bring decades of experience designing award-winning, experience-rich venues across the country — spaces that set the benchmark for design and guest experience. That expertise joins forces with Potter Lawson and Findorff, the names behind Wisconsin's most iconic landmarks for over a century including Monona Terrace, Overture Center, University Square, to name a few.

This collaboration is strengthened by robust local engineering talent — every team member reflects our commitment to community partnerships and lasting investment.

What does this mean for Dane County?

A bold, visionary transformation rooted in local pride—a destination designed to thrive for the next 60+ years, setting a new benchmark for excellence and impact.



Findorff | *Madison, Wisconsin*

Construction Management • Local Self-Perform Workforce • Local Subcontractor Management • Specialty Services including Sustainability and Virtual Design and Construction • Total Project Cost Budgeting and Management



IMEG | *Madison, Wisconsin*

MEP Engineering • Acoustics • Sustainable Design



JSD | *Madison, Wisconsin*

Civil Engineering



Pierce Engineers | *Madison, Wisconsin*

Structural Engineering



Potter Lawson, Inc. (WBE Certified) | *Madison, Wisconsin*

Project Management • Architecture + AOR • Interior Design • Sustainable Design Construction Administration • Municipal Entitlements



Saiki Design (MBE Certified) | *Madison, Wisconsin*

Landscape Architecture



Generator Studio | *Kansas City, Missouri*

National Sports + Entertainment • Architecture • Interior Design
Sustainable Design • Construction Administration • Municipal Entitlements



Blueprint Studio | *Global*

Overseeing All Design Work • LN Standards • Experience



ORGANIZATIONAL QUALIFICATIONS: DESIGN & BUILD

METALLICA
09.02.18 / KOHL CENTER



FINDORFF

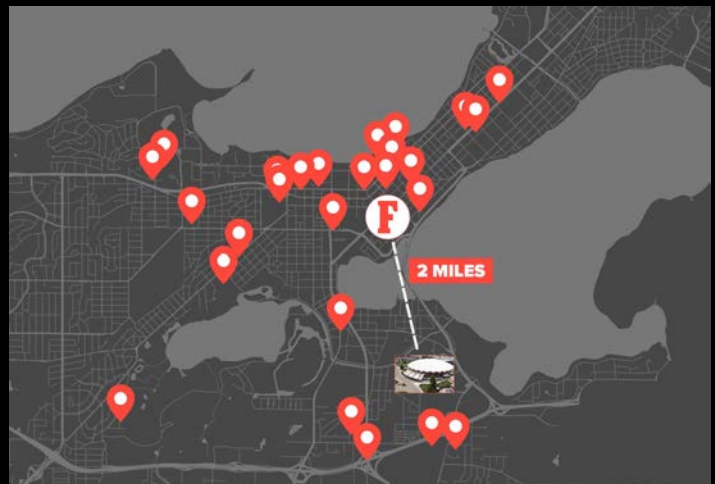
FINDORFF – WE ARE MADISON

Findorff is a Madison-based construction management firm with more than 1,000 full-time professionals and tradespeople including over 400 employees living in Dane County. We are an employee-owned company with deep local roots and union craftspeople including carpenters, laborers, bricklayers, cement finishers, operating engineers, and ironworkers. We have experience completing some of the largest and most complex projects in the area. No one will bring more passion for the success of the Veterans Memorial Coliseum project than the Findorff team.

Founded as a construction company in 1890, Findorff has continued to establish itself as a leading builder in the Midwest, including being named Wisconsin’s 2025 Builder of the Year. Today, we complete over \$1B in construction annually across arts, education, corporate, healthcare, science and technology, and other industries.

While we have offices in Madison, Milwaukee, and Wausau, our headquarters is in Madison — the city we love and have been honored to call home for 135 years.

Findorff has completed more than 4,000 projects across Madison including multiple projects at the Veterans Memorial Coliseum.



This map highlights just a few of our most significant sites between our Madison office (located just two miles from the VMC) and the surrounding area. It reflects our deep local experience, close proximity, and proven ability to deliver complex, community-focused work right where it matters most.



SPECIALIZED EXPERIENCES

Findorff has deep knowledge and extensive expertise to manage projects of the size and complexity of your project. We are uniquely qualified to navigate challenges and complete projects that include building on occupied campuses, working in the City of Madison, engaging multiple critical stakeholder groups, leading sustainability efforts, and completing phased construction work. Our team includes specialists in MEPF systems, sustainability, quality assurance, stakeholder engagement, and so much more.

UNMATCHED RESOURCES

Findorff is especially excited about this project knowing that we have ample capacity to plan and implement the work. We have the strongest local workforce in the area, extensive professional resources at our Madison headquarters, and our 14-acre field operations that can be used for procuring and storing project materials. We hold a commitment to bring a diverse workforce with a focus on belonging for all. Our relationships run deep with partners, subcontractors, suppliers, and vendors who want to be a part of Findorff projects because they know that we care about them in the same way that we care about you as our client.

DIVERSITY THROUGH CONSTRUCTION

When clients have construction goals that are rooted in DEI, we deliver. Findorff has a history of meeting (and exceeding) these goals; below are some examples of featured projects in the past few years.

CLIENT	GOAL	OUTCOME
Centro Hispano	Ensuring 13% of all construction hours worked were fulfilled by minority personnel and 3% were fulfilled by women; as well as ensuring 3% of businesses worked with were SBEs	Findorff exceeded workforce goals (19% minority personnel, 8.1% women) and met targeted business goals.
Center for Black Excellence & Culture	Providing job opportunities for Black residents in Dane County	Findorff is successfully engaging Black workers through proactive outreach and featuring Black-owned businesses at key project events.
One City Schools	Ensuring that 25% of total hours worked on the project were fulfilled by minority & women personnel	Findorff collaborated with One City Schools and a consultant to achieve 31% of total hours worked by minority & women personnel.



POTTER LAWSON

As Dane County’s oldest design firm, our roots in this state are deep — while our reputation is one of innovation, creativity and iconic design.



A Wisconsin Design Institution

As a local women-owned firm, Potter Lawson is known for planning, designing and implementing landmark projects that elevate the fabric of our community. Our work helps to advance our clients’ competitive advantage, and is consistently recognized among the “best of the best,” earning extensive sustainability and design awards. Our partnership with Dane County and the City of Madison spans our entire 112-year history — from our work on the world-class Monona Terrace Community and Convention Center to planning and leading the Overture Center for the Arts project that catalyzed the development of Madison’s Cultural Arts District. Today, we’re excited to be pursuing a project that is vital to the infrastructure and quality of life in the community where we live, work and play - and a landmark designed by our firm nearly 60 years ago.

Embracing the positive social pressures of a local firm

As community partners, we’re driven to design spaces that are timeless and sustainable — long-lasting projects that elevate our community, showcase architecture as a time-honored craft, and improve the lives of all who interact with our designs. We strive to make each project a welcome addition to the fabric of our hometown, raising the bar so that we can be proud to say, “We designed that.”

Local Landmarks

Potter Lawson has left its mark on our hometown, putting iconic structures on the map since 1913. Some of the most widely known projects we have worked on over the years include Madison Central Library (2014), the Overture Center (2004), Monona Terrace (1994), Dane County Veterans Memorial Coliseum (1967), the Langdon Chapter Houses (1920-1930), the Masonic Temple (1925) and the Churchill Building (1915).

A Reputation for Teamwork

We place a strong value on developing long-term working relationships, and our commitment to transparency, effective communication and quality design has led to a great number of successful projects completed in collaboration with many different firms. This philosophy is integral to our brand and standard practice, influencing the way we choose our project partners and the collaborative approach we bring to each new venture. In fact, Findorff — also included on this team — is one of our longest-running project partnerships, having joined with Potter Lawson to form Wisconsin’s first design/build entity in 1976.



Commercial Architecture Firm
Commercial Interior Design Firm



GENERATOR STUDIO

Founded in 2009, Generator Studio is a Kansas City-based firm of talented and dedicated architects, interior designers, and graphic designers. Our goal is to create emotional connections through design while delivering long-term value for our clients. Balancing luxury with functionality, connecting story and place, and designing for lasting impressions form the foundation of our studio's design philosophy.

Generator's Founding Partners, Tom Proebstle and Mike Kress, have been shaping the entertainment design industry since the mid-90s. Together, they've built an office of technically competent and endlessly creative professionals who understand what it takes to deliver exceptional experiences.

Our collaborative projects with Live Nation include the transformation of the Centene Community Ice Center outdoor ice rink into the vibrant Saint Louis Music Park, the newly opened Coca-Cola Amphitheater in Birmingham, AL, and the Morton Amphitheater in Riverside, MO, currently under construction.

At Generator Studio, great design is equal parts architecture and interior design. Recognizing that venue design is rooted in hospitality is fundamental to everything we do, ensuring that each facility is not only functional and efficient but also unique and destination-worthy. Lastly, a successful design partnership depends on consistent access to expertise. Our office of 30 is sized to commit senior-level expertise to each project with a team that will be there until the grand opening.

GENERATOR
STUDIO

BLUEPRINT STUDIO

Blueprint Studio is Live Nation’s expert design and construction team, leading venue development worldwide.

From clubs to arenas, indoor to outdoor, no one has built more music venues. As the creative and construction powerhouse behind Live Nation’s world-class music venues, we set the industry standard for exceptional venue design and experience.

Our approach is comprehensive. We lead and oversee the brand development, architectural and interior design, construction and rollout of venues and experiences around the globe.

Blueprint
BUILDERS OF LIVE / **Studio**

OUR CORE SERVICES

- Master Planning
- Fan Experience
- Artist Hospitality
- Audio + Visual Design
- Brand + Experience
- Architecture
- Interior Design
- Signage + Wayfinding
- Interior Art Décor
- Sustainability Design
- Operations Planning

AWARD WINNING VENUES

Archer Music Hall

2025 NY Architectural Design Award

Gold award in the *Cultural Architecture – Concert Halls and Music Venues* category



Archer Music Hall

Lehigh Valley Business 2025 Top Projects honoree



Brooklyn Paramount

Better Future WORLD Design Awards 2025

Silver in Interior Design - Hospitality



The Dome

2025 NY Architectural Design Award

Silver award in the *Cultural Architecture – Concert Halls and Music Venues* category



Good Luck Lounge

Sacramento Business Journal – Best Real Estate Projects 2025 honoree



Brooklyn Bowl Nashville

IBEA Awards & Honors – 2025 Club of the Year





BRAD PAISLEY
ALLIANT ENERGY CENTER / 02.15.16



WEEZER
ALLIANT ENERGY CENTER / 03.31.19

VENUE DEVELOPMENT CASE STUDIES

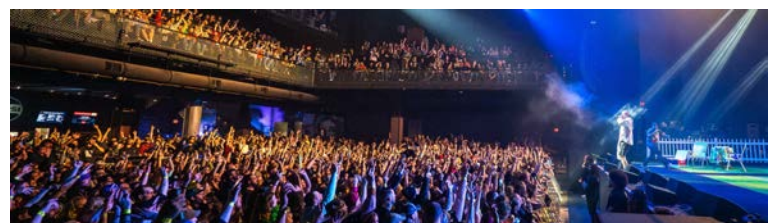
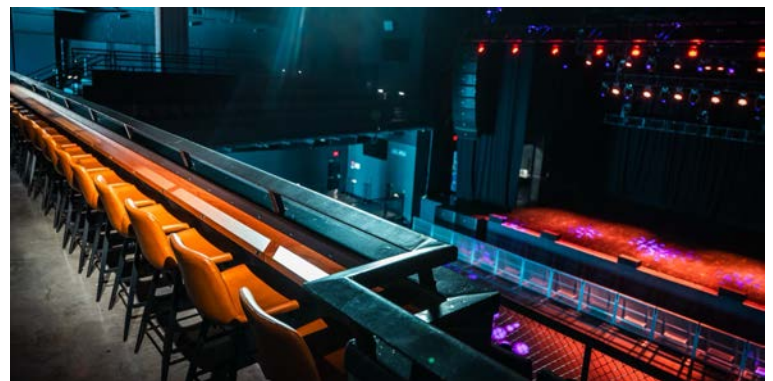
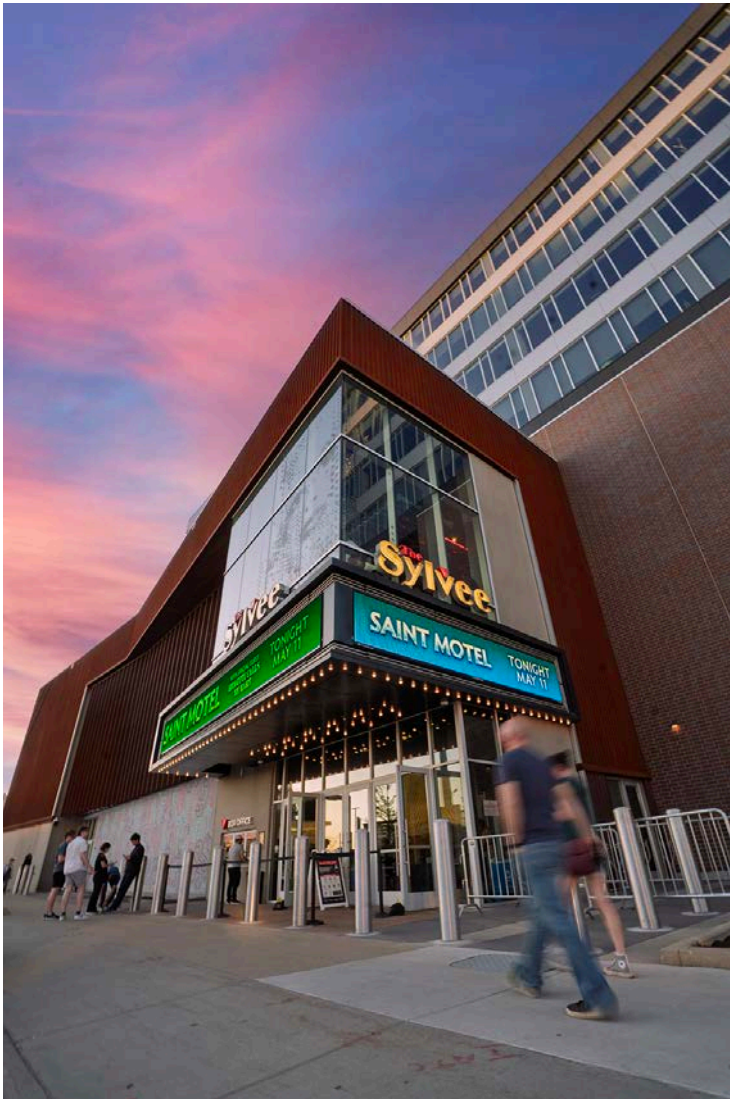
The following case studies demonstrate the wide range of expertise in venue development across our team. Additionally, many of these case studies highlight our unique experience in venue restoration and preservation.

THE SYLVEE

In 2013, FPC Live had a vision to bring a brand new venue and concert experience to Madison, Wisconsin. Due to our experience touring the country, we knew there was a gap in this market that we could fill so that Madisonians would have an opportunity to see their favorite artists in their own community. The timing of our project aligned with the burgeoning development of Madison's Cap East corridor on East Washington Avenue. Named after the matriarch of our company, Sylvia Frank, The Sylvee opened its doors on September 27, 2018 with its first of many sold out shows. Since that day it has established itself as one of the most successful venues of its size in the world and become a cornerstone of Madison's entertainment scene. Moreover, the economic benefit of The Sylvee's events have helped attract new hotels, restaurants, housing, and more to Cap East.

YEAR COMPLETED
PROJECT VALUE
SERVICES DELIVERED
REFERENCE
NOTABLE PARTNERS

2018
\$15M (un-escalated)
2,500 capacity music venue, 100 events and concerts per year
Jason Ilstrup | JIlstrup@DowntownMadison.org | 608.512.1330
FPC Live, Gebhardt Development, Strang Inc., Miron Construction



PROF / THE SYLVEE / 04.18.25

MAJESTIC THEATRE

In 2006, Madison’s oldest theatre, the Majestic, was closed. Plagued by violence and poor management, the venue, which was operating as a nightclub, was a public nuisance. With its ornate architecture and proscenium stage, FPC immediately saw its value as a live music venue and undertook an extensive renovation to make it appealing to developing artists. 18 years later, the Majestic is a cornerstone of live music in Madison. The Majestic was FPC’s first proof of concept that taking a venue, and focusing it on music, putting artists front and center, was not just viable, but led to cascading success for Madison and its music scene. The Majestic is also an economic development success story. Since its reopening, The First Settlement neighborhood has shown exceptional growth and is now one of the most vibrant in the city. It is now home to several new apartment buildings, hotels, and an ever-growing number of third places.

<p>YEAR COMPLETED</p> <p>PROJECT VALUE</p> <p>SERVICES DELIVERED</p> <p>REFERENCE</p> <p>NOTABLE PARTNERS</p>	<p>2007</p> <p>\$2.5M (un-escalated)</p> <p>600 capacity music venue, 150 events and concerts per year</p> <p>Jason Ilstrup Jllstrup@DowntownMadison.org 608.512.1330</p> <p>FPC Live, Aro Eberle Architects, Krupp Construction</p>
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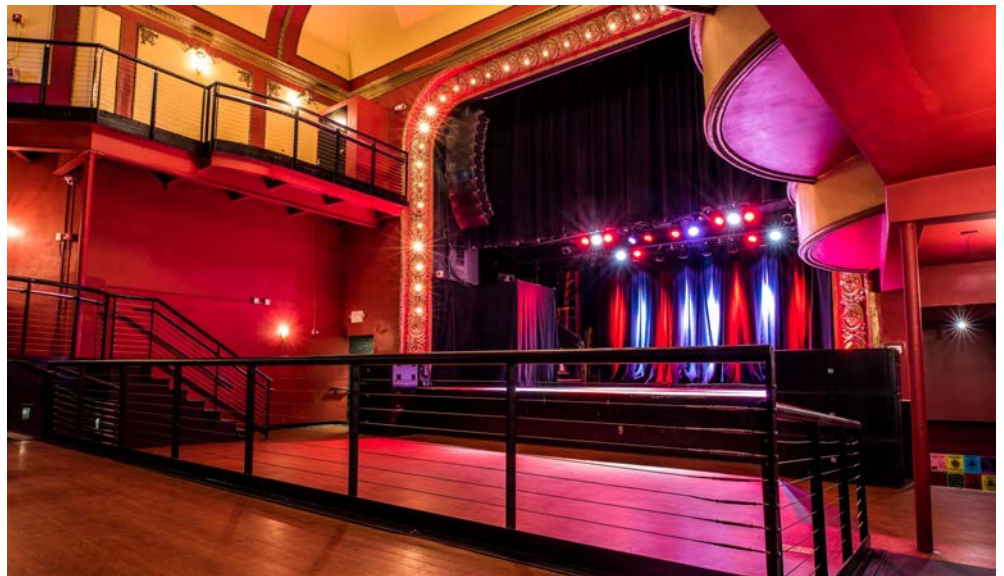
2007



VENUE TRANSFORMATION



2025



OVERTURE CENTER FOR THE ARTS

The Overture Center of the Arts is a world class theater located in the heart of Madison, Wisconsin. This project was an award-winning collaboration between Potter Lawson and Findorff with many similarities to the Veterans Memorial Coliseum project. It had complex renovations and additions to a facility that was deeply important to the community. Schedule management was imperative due to performance commitments, so the local expertise, resources, and connections of Findorff and Potter Lawson served as critical to City inspections and approvals. A partnership between a variety of talented team members brought architectural innovation, acoustic excellence, civic vision, and a commitment to sustainability that were praised locally and globally.

YEAR COMPLETED
PROJECT VALUE
SERVICES DELIVERED

2004 – *with ongoing work to present*
 \$205M (un-escalated)
 Master Planning • Historic Preservation • Architecture • Interior Design • Sustainable Design
 Municipal Entitlements • Construction Administration • Construction
 George Austin | GAustin@WJFFoundation.org
 Potter Lawson, Findorff

REFERENCE
NOTABLE PARTNERS



UNIVERSITY SQUARE

This landmark project is still today the largest mixed use redevelopment in Madison totaling over 1 million square feet – as well as one of the only successful large Public-Private-Partnerships (P3) executed in Dane County. Reimagining an entire urban city block into a bustling hub of activity that blends University functions, student housing, parking, Madison’s largest green roof, and a connection to East Campus Mall pedestrian corridor – this project speaks to the dedicated nature of Potter Lawson + Findorff delivering complex projects while navigating entitlements and ownership approvals - the end result if projects that stand the test of time and push the market.

YEAR COMPLETED
PROJECT VALUE
SERVICES DELIVERED

2008
 \$147M (un-escalated)
 Master Planning • Architecture • Interior Design • Sustainable Design • Municipal Entitlements
 Construction Administration
 Al Fish | AlanFish6@gmail.com
 Potter Lawson, IMEG, Findorff

REFERENCE
NOTABLE PARTNERS



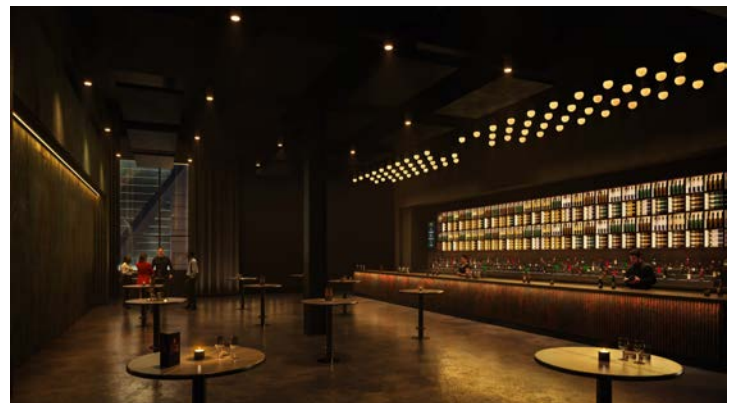
LANDMARK CREDIT UNION LIVE

Opening February 2026, Landmark Credit Union Live will be Milwaukee’s newest live entertainment destination, located in the heart of the Deer District. A partnership between FPC Live, Live Nation and Landmark Credit Union, the venue will host more than 70 events year-round, including concerts, community gatherings, and private events. Custom-built for live music, the venue will offer state-of-the-art amenities designed to elevate the experience for both artists and fans.

YEAR COMPLETED
PROJECT VALUE
SERVICES DELIVERED

Opening 2026
 \$65M (un-escalated)
 Design • Brand & Experience • Interior Design • Signage & Wayfinding
 Project & Construction Mangement • Commissioning • Operations • FF&E Procurement and Installation
 Michael Belot | MBelot@Bucks.com | 414.227.0586
 FPC Live, Blueprint Studio, Milwaukee Bucks, Eppstein Uhen & Associates, Miron Construction

REFERENCE
NOTABLE PARTNERS



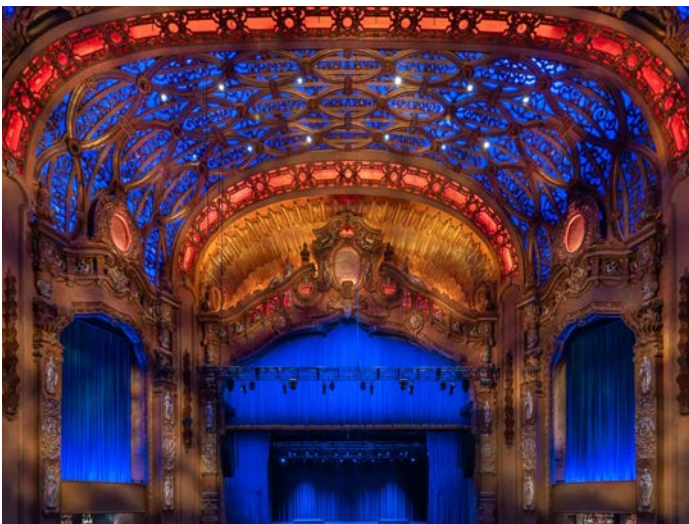
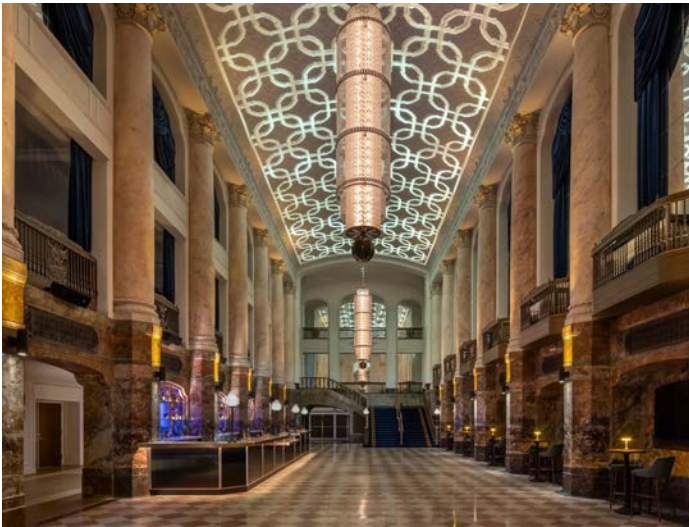
BROOKLYN PARAMOUNT

In the Spring of 2024, Live Nation reintroduced the iconic Brooklyn Paramount to New York City. The reopening of the Brooklyn Paramount restores a 100-year legacy of revolutionary entertainment and serves to magnetize a new generation of entertainment lovers to the heart of Downtown Brooklyn. No longer a seated theater, the Brooklyn Paramount offers a new experience that caters to today’s music fans through a general admission ballroom and VIP private boxes. The careful restoration of Brooklyn Paramount allowed for preservation of the venue’s notable baroque flair and opulence, while an infusion of state-of-the-art technology and careful optimization of sound delivers an incredible fan experience.

YEAR COMPLETED
PROJECT VALUE
SERVICES DELIVERED

2023
 \$50M (un-escalated)
 Design • Architecture • Brand & Experience • Interior Design • Audio & Visual Design
 Signage & Wayfinding • Project Construction Management • Commissioning • Operations
 FF&E Procurement & Installation
 Long Island University
 Blueprint Studio, Arcadis Architects, Schimenti Construction

REFERENCE
NOTABLE PARTNERS



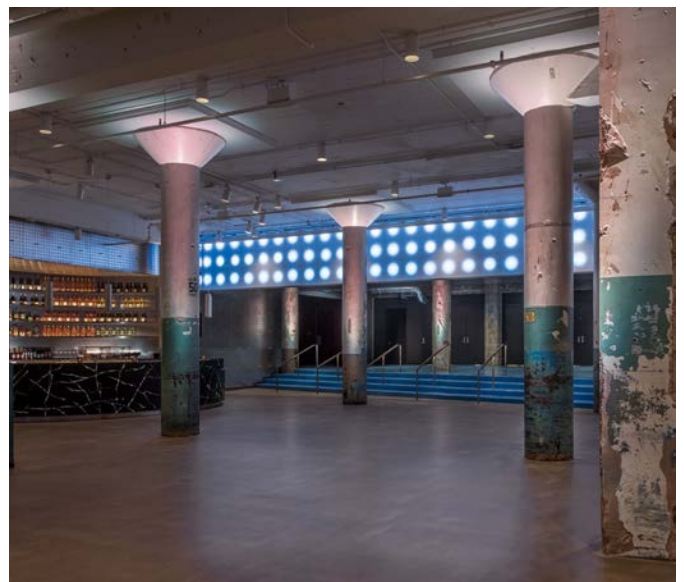
713 MUSIC HALL

713 Music Hall serves as the anchor in Post HTX, a 500,000 square-foot multi-purpose entertainment complex located in Downtown Houston. The redevelopment of the Barbara Jordan Post Office includes the venue, restaurants, bars, creative office space, retail and a rooftop park. As part of the complex, 713 Music Hall honors the city’s heritage and offers a great destination for live entertainment in Houston. The venue design preserves key parts of the building’s identity and historical significance while offering a state-of-the-art experience for artists, fans and crew.

YEAR COMPLETED
PROJECT VALUE
SERVICES DELIVERED

2021
 \$45M (un-escalated)
 Design • Architecture • Brand & Experience • Interior Design • Signage & Wayfinding
 Project Management • Operations • FF&E Procurement & Installation
 POST Houston
 Blueprint Studio, OMA Architects

REFERENCE
NOTABLE PARTNERS





JORDAN ZACHARY
Co-President US Concerts, Global President, Venues
US Concerts

Jordan Zachary serves as Co-President of Live Nation’s U.S. Concerts division and Chief Development Officer. Jordan joined Live Nation as Chief Strategy Officer in April 2015.

Previously, Jordan served as Managing Director at The Raine Group, a global merchant bank focused on technology, media and telecommunications. In addition to taking on operational and strategic roles with advising executive teams around the world, he has worked in the global media investment banking groups of Lehman Brothers and UBS Investment Bank.

Jordan graduated with a bachelor’s degree from Colgate University.



JOEL PLANT
Chief Executive Officer
Frank Productions

Joel Plant is the CEO for Frank Productions, a national concert promoter and venue operator headquartered in Madison. Since joining Frank Productions in 2017, Plant has overseen significant growth, executing a variety of acquisitions, building The Sylvee, launching a joint venture partnership with Live Nation, and securing approval for Landmark Live, a new 4,500 capacity venue in Milwaukee’s Deer District set to open in February 2026.

Before his tenure at Frank Productions, Plant was a Director with KPMG’s global advisory services group, served for seven years as Chief of Staff for the Milwaukee Police Department, and worked for six years as a Deputy Mayor under Madison Mayor Dave Cieslewicz. Joel also has worked as a Crime Analyst for the Tempe, AZ Police Department and has taught as an adjunct professor. Joel has a bachelor’s degree from Marquette University, a master’s degree from Arizona State University, and a J.D. from UW-Madison.



LEE CHRISTENSEN – VMC RFP Process Contact
Director of Development
Frank Productions

Lee serves as Frank Productions Director of Development and oversees all new projects and existing venues capital improvements including the new Landmark Credit Union Live in Milwaukee, WI. Lee joined Frank Productions in September of 2019.

Previously Lee served as the Development Manager for Gebhardt Development, a Madison, WI based mixed use developer of the Sylvee. Prior to joining Gebhardt he was a Development Associate at EJ Plesko & Associates in Madison, WI

Lee has a BBA and an MBA in Real Estate and Urban Land Economics from the University of Wisconsin – Madison



JIM YEHLÉ
President & CEO
Findorff

President & CEO Jim Yehle leads Findorff with positive energy, deep industry knowledge, and a people-first approach that brings out the best in teams. With nearly three decades of experience, Jim has helped guide Findorff’s continued growth across various market sectors, always with a focus on building spaces that serve the communities we call home.

Jim is especially proud of Findorff’s role in shaping Madison’s built environment. Prior to serving as President & CEO, Jim learned every aspect of construction through hard work and strong leadership. He led some of Findorff’s most challenging projects, always sharing knowledge and coaching the next generation.

For the Veterans Memorial Coliseum project, Jim will be personally invested in providing the team the resources needed to ensure success. He will be a constant sounding board and a fearless champion, advocating for the project, the full team, and the community-impact that will come because of this important project.

A passionate supporter of the performance space arts, Jim has served on the Overture Center Foundation Board since 2016 and other community boards. His leadership reflects a deep commitment to community enrichment and the cultural vitality of Madison. Recognized as In Business magazine’s 2022 “Executive of the Year,” Jim continues to be an active leader in Wisconsin’s construction industry and civic life.



LAURA BLOOD VELOTTA, PE, QCXP, LEED AP®
Director of MEP & Specialty Services
Findorff

With 20 years of experience, Laura Blood Velotta leads Findorff’s MEP & Specialty Services with a comprehensive understanding of building systems and a passion for performance. Her expertise spans mechanical, electrical, plumbing, and fire protection systems, and she plays a key role in guiding teams from early design through commissioning. Laura also oversees Findorff’s Virtual Design & Construction (VDC), Sustainability, and Quality teams, ensuring every project is coordinated, efficient, and built to last.

Laura is a champion of sustainable design and construction practices. She has helped deliver high-performance buildings across Madison, including the LEED Gold-certified Madison Central Library and the WELL Certified SSM Health South Madison Campus. Her leadership ensures that energy efficiency, occupant well-being, and long-term value are embedded into every project. Whether navigating complex MEP systems or aligning teams around sustainability goals, Laura brings clarity, collaboration, and technical excellence to every job.



JASON JONES

**Project Executive
Findorff**

With more than 27 years of experience in the construction industry, Jason Jones brings deep expertise and steady leadership to his role as Project Executive. He has overseen a wide range of complex projects across Dane County and beyond, including civic, healthcare, arts, and commercial facilities. Jason is known for his hands-on approach, clear communication, and ability to guide teams through every phase of construction, from preconstruction planning to closeout.

Jason’s experience includes working on the Chazen Art Museum addition at UW–Madison, the expansion of American Family Children’s Hospital, and the LEED Silver-certified parking structure at Dane County Regional Airport. A UW–Madison graduate, Jason is proud to build in the city he calls home and actively supports workforce development through local union and apprenticeship partnerships.



REBECCA PROCHASKA, ASSOC. AIA

**President + CEO
Potter Lawon, Inc.**

As Principal In Charge, Rebecca assumes ultimate responsibility for client satisfaction, corporate ethics, community relations and project performance. With 20 years in the industry and a seat on local boards including Downtown Madison Inc., Madison Development Corp., and Smart Growth Greater Madison, her passion for community development and strategic partnerships extends from project pursuit through project delivery, resulting in a studio culture that fosters collaboration and constant innovation.

In an interview to the Wisconsin State Journal in 1981, Ellis Potter said of the original Veterans Memorial Coliseum project, “I think it’s been a real success ... but it isn’t just one person who builds something like that; a lot of people were involved from the beginning, and that’s the way it is with any large building. No one does it alone.”

Inspired by the ethos of Ellis Potter, whose leadership helped to build both our firm and our community, Rebecca is committed to continuing a legacy of excellence in design and the celebration of community — both values that have been embodied by the Dane County Veterans Memorial Coliseum for more than 60 years!



DOUG HURSH, AIA, LEED AP

**Director of Design
Potter Lawson, Inc.**

With 38 years in the industry, Doug leverages his extensive planning and design experience to champion projects that enhance the Madison area’s quality of life and strengthen its urban fabric. As a Principal, Doug’s work spans urban and master planning, cultural and commercial projects, and sustainable development. He works with our talented design staff to create designs that embody the visions of our clients while giving our clients a competitive advantage in their market.

Doug’s emphasis on establishing a close working relationship with his clients has resulted in projects that incorporate iconic design and innovative solutions. From the Overture Center spurring Madison’s Cultural Arts District and Findorff Yards District to Judge Doyle Square and Madison Central Public Library and The Triangle Redevelopment, Doug’s expertise is the summation of his passion for thoughtful planning and sustainable, resilient design that stands the test of time.

Doug’s high standard of work has resulted in numerous design awards. He takes pride in the firm’s design legacy, the strong relationships built with local partners, and the collaborative design-oriented culture fostered at Potter Lawson.

Doug also sits on the board of directors for Madison LakeWay.



JACOB MORRISON, AIA, NCARB, IIDA, NCIDQ, LEED AP

**Architect + Interior Designer
Potter Lawson, Inc.**

Jacob sees every project as an opportunity to explore the impact of design on the human experience. He combines his nation-wide experience in placemaking to create destinations the community can interact with — spaces that inspire and make people feel at home. Having designed projects in a wide variety of industries over the course of 30+ years in the industry — from hospitality destinations to workplaces that drive industry trends, and mixed-use developments and historic preservation — Jacob understands the value of taking the time to meticulously craft the user experience from beginning to end.

Jacob is also involved with the City of Madison Landmarks Commission and is a trustee with the Madison Museum of Contemporary Art. He has worked on high-profile projects such as the Monona Terrace expansion study and the most popular hospitality destinations including Mint Mark - currently sitting as Project of the Year for IIDA Wisconsin.



TOM PROEBSTLE, AIA, NCARB

**Co-Founder
Generator Studio**

With more than 30 years of experience designing sports and entertainment venues, Tom Proebstle is a founding partner of Generator Studio. Tom takes an active role as Principal-In-Charge on projects, setting the overarching design vision and supporting the Design Team in finding practical solutions.

His strengths lie in creating architecture that is responsive to the brand and end-user. Keeping the budget, aesthetic, and ROI goals in mind, Tom drives the collective Design Team towards decisions and proposed solutions that are inspiring, contextually informed, and unique.

As a leader of the firm, Tom has played a major role in the studio's success on recent projects, including CPKC Stadium, the world's first stadium purpose-built for a professional women's sports team, as well as ongoing projects like Live Nation's Morton Amphitheater in Riverside, Missouri, and the redevelopment of Seattle's Memorial Stadium.



JEFF DAVIS, AIA, LEED AP, NCARB

**Director of Design
Generator Studio**

Bringing more than 18 years of design expertise to every project he touches, Jeff, as Generator Studio's Director of Design, uses his endless creativity to push the studio's innovation in creating destination-worthy venues.

His background in sports and entertainment and urban development helps deliver projects that seamlessly blend into their location, creating extraordinary community centerpieces. Jeff has been an active Design Team member for many of North America's exciting sports and entertainment projects, including Calgary's Scotia Place and The Pinnacle in Nashville.



GRETCHEN BLAIN, AIA, NCARB, LEED AP BD+C
Senior Project Manager
Generator Studio

With nearly 20 years of experience in design and project management, Gretchen Blain brings strong leadership and a collaborative, client-focused approach to every project she oversees. As a Senior Project Manager at Generator Studio, she has led complex, high-profile projects across the sports and entertainment industries.

Gretchen is known for her ability to guide projects from concept through completion, managing client relationships, coordinating multidisciplinary teams, and ensuring design excellence and technical precision at every stage. She plays a significant role in managing many of Generator's sports and entertainment projects, including Live Nation's Morton Amphitheater, currently under construction, as well as the completed multi-phase renovation of the Enterprise Center for the St. Louis Blues, and the Sounders FC Center at Longacres.



DAVID CODIGA
President
Blueprint Studio

As President of Blueprint Studios, David Codiga leads Live Nation's global design and development team.

With a wide range of expertise developing innovative hospitality and entertainment destinations, David is the driving force behind Blueprint Studio — a collaborative group of planners, designers, artists, technicians and builders dedicated to creating the most exceptional performance spaces worldwide. From intimate clubs and theaters to expansive indoor venues, amphitheaters and arenas, David and his team of experts blend innovation, strategy and industry experience to deliver awe-inspiring venues that delight both fans and artists alike.

Prior to his role at Live Nation, David served as the Head of Theme Parks at DreamWorks Animation, Executive Project Director for The LINQ and High Roller at Caesars Entertainment, Executive Vice President at Tickets.com and Head of Universal Creative for Universal Parks & Resorts.



RUTHIE EMBRY **Director of Architecture and Design**

A highly accomplished architect and design leader, Ruthie Embry serves as the Director of Architecture and Design at Live Nation's Blueprint Studio. In her role, Ruthie oversees the studio's design management, art, and graphics teams and ensures each team supports the design vision for some of the most iconic entertainment venues around the world.

Ruthie played a pivotal role in the historic renovation of the Metropolitan Opera House in Philadelphia. Under her guidance, the project garnered widespread acclaim, earning prestigious accolades such as the AIA Pennsylvania Honor Award (2020), Preservation Alliance for Greater Philadelphia Preservation Achievement Grand Jury Award (2019), Preservation Pennsylvania Historic Preservation Public Impact Award (2019), and the Building Design+Construction Reconstruction Bronze Award (2019).

A registered architect in Pennsylvania, Ruthie graduated from the University of Pennsylvania with a Master of Science, Historic Preservation and Conservation and from Virginia Tech with a Bachelor of Architecture and Art History.



SAM WINTER **Executive Director of Venue Development** **Blueprint Studio**

With an extensive background in venue and business development, Sam Winter plays a pivotal role in the strategic development of new and existing Live Nation-operated venues as Executive Director of Venue Development.

In this role, Winter spearheads the execution of all aspects of project management with a focus on construction timeline and cost management to ensure Live Nation develops venues only state-of-the-art venues that are delivered with precision and efficiency. His strategic insights and management experience have furthered Live Nation's innovation in venue development.

Winter brings a wealth of experience to the live entertainment industry, leveraging his expertise as a project manager to navigate the complexities of venue development. Prior to joining Live Nation in 2023, his commitment to excellence is reflected in the successful delivery of numerous projects under his leadership for Apple, Nike, Cartier, Tiffany & Co. and more.

With a career spanning over 15 years, Winter continues to shape the future of live entertainment, creating spaces that resonate with both artists and fans while elevating the overall live music experience.



CAPITAL IMPROVEMENTS & ARCHITECTURAL DIAGRAMS

LANA DEL REY
11.11.19 / THE SYLVEE



JAI WOLF
THE SYLVEE / 09.08.23

LEGACY REIMAGINED

The capital improvements we are proposing for the VMC are significant in scope, cost and impact. For the second half of the 20th century, the VMC was a must-play venue for artists and host to entertainment and community events. Today, the VMC is a beloved but beleaguered venue with an incredible history and the potential for a fantastic future. Our proposed plan will renovate the VMC from its outdated and underperforming present condition into a state-of-the-art, concerts-first multipurpose venue capable of again hosting modern tours, world-class entertainment, and a wide array of events. By integrating contemporary and sustainable amenities expected by today's artists, fans and eventgoers into the historic and iconic structure of the VMC, we will both honor the nearly six decades of service the venue has given to Dane County and ensure this landmark thrives again for many decades to come.

A SHARED VISION FOR A SUSTAINABLE FUTURE

Our team — Frank Productions, Live Nation, Potter Lawson, Generator Studio and Findorff — brings a shared commitment to sustainability and are aligned with Dane County’s Climate Action Plan and sustainability principles. As stewards of the Veterans Memorial Coliseum (VMC), we recognize the opportunity to transform this iconic venue into a high-performance, sustainable, and community-centered facility that reflects the values of Dane County and the live entertainment industry.

Frank Productions, a leader in venue development and operations, brings the ethos of Live Nation’s [Environmental Sustainability Charter](#) to this project. This charter outlines actionable goals across emissions, energy, waste, water, food, transportation, and community impact—principles that will guide our approach to the VMC revitalization.

Design and Construction: Practical, Low-Carbon, and Resilient

Our team will lead a design-build process that prioritizes energy efficiency, carbon emissions reduction, and material circularity. **Our approach includes:**



Energy Efficiency

We will replace the existing ammonia chiller plant with a high-efficient replacement system. A new building automation system will optimize lighting and HVAC performance. Our goal is to design systems that significantly reduce the carbon footprint of the existing facility, aligned with Dane County’s Climate Action Plan and Live Nation’s goals.



Water and Stormwater Management

We will incorporate low-flow fixtures and integrate green infrastructure (e.g., bioswales, permeable paving) to manage stormwater on-site and protect local ecosystems.



Renewable Energy

The project team will collaborate with MG&E and other project partners to conduct a feasibility assessment of solar photovoltaic systems on-site. Funding sources will be analyzed and will be essential to the implementation of this strategy. We also recommend the consideration of broader impacts across the campus to determine if sitewide clean energy options could be implemented at scale.



Low-Carbon Materials and Waste Diversion

Findorff’s Construction Sustainability Program will guide the use of low-carbon concrete, recycled steel, and other low carbon materials. We will target a minimum 75% construction waste diversion rate and implement a materials tracking system to support circular economy principles.



Indoor Air Quality / Occupant Health

Design strategies and practices implemented during construction will support the management of indoor air quality and occupant and community health.



EV Charging

Include EV charging stations for operations vehicles and venue staff that will allow cross-utilization as a public charging station.

OPERATIONS: SUSTAINABLE, EQUITABLE, AND COMMUNITY-FOCUSED

Post-renovation, the VMC will operate as a sustainable, inclusive, and economically viable venue. Our operational strategy includes:

Zero Waste to Landfill: In alignment with Live Nation’s goals, we will develop a waste management plan to achieve near zero waste to landfill and a 50%+ material recovery rate. This includes eliminating single-use plastics and prioritizing reusable, compostable, or recycled-content alternatives.

Green Events Program: We will launch a Green Events Program to engage promoters, artists, and attendees in sustainability practices—such as incentivizing public transit, offering bike parking, and providing sustainability education through signage and digital platforms.

Equity and Community Engagement: We will ensure the VMC is accessible and welcoming to all. A key component of this is the addition of a new main entrance that is accessible for all and provides easy access to all levels. In addition, our team will engage local stakeholders, support workforce development through union apprenticeships, and prioritize local hiring and procurement. We will also maintain legacy and community impact events, ensuring continuity and cultural relevance.

Transportation: Strong connection to public transport networks will be prioritized - aligning with Dane County’s dedication to sustainability. We will work with vendors and local authorities to encourage the use of sustainable transport such as bus, walking and cycling - as well as rideshare services. In addition - we will stay closely attune to the future LakeWay connection to maximize connectivity to Downtown while capturing maximum community economic impact.

GOVERNANCE AND CONTINUOUS IMPROVEMENT

We will establish a Sustainability Action Plan for the VMC, with clear metrics, and annual reporting. This plan can be reviewed regularly to adapt to the changing needs of the facility and the community.



REDACTED

REDACTED

REDACTED

REDACTED



MILESTONE SCHEDULE

ODESZA
11.20.17 / ALLIANT ENERGY CENTER

PHASE 1: NEGOTIATION

LIKELY DURATION 4 – 6 MONTHS

This phase would consist of steps to negotiate and reach an agreement between the County and FPC Live on the terms and conditions of the project and the relationship. In order to engage in meaningful negotiations, FPC Live will need time to accomplish the following:

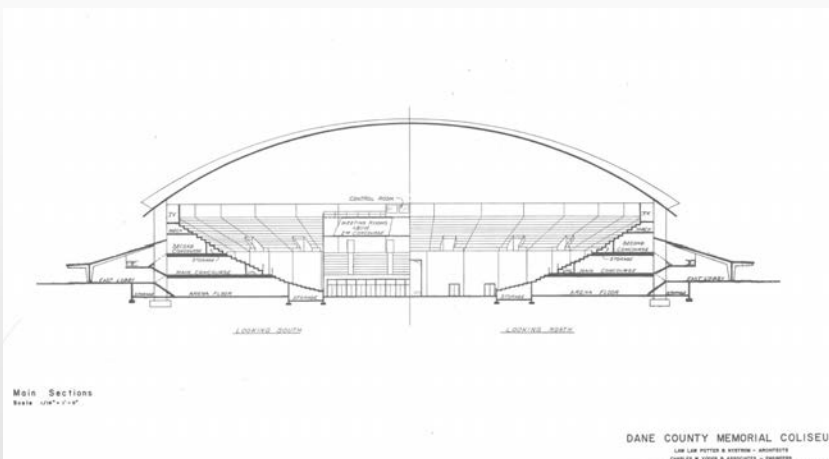
- Due Diligence
- Site Assessment
- Lease agreement for redevelopment

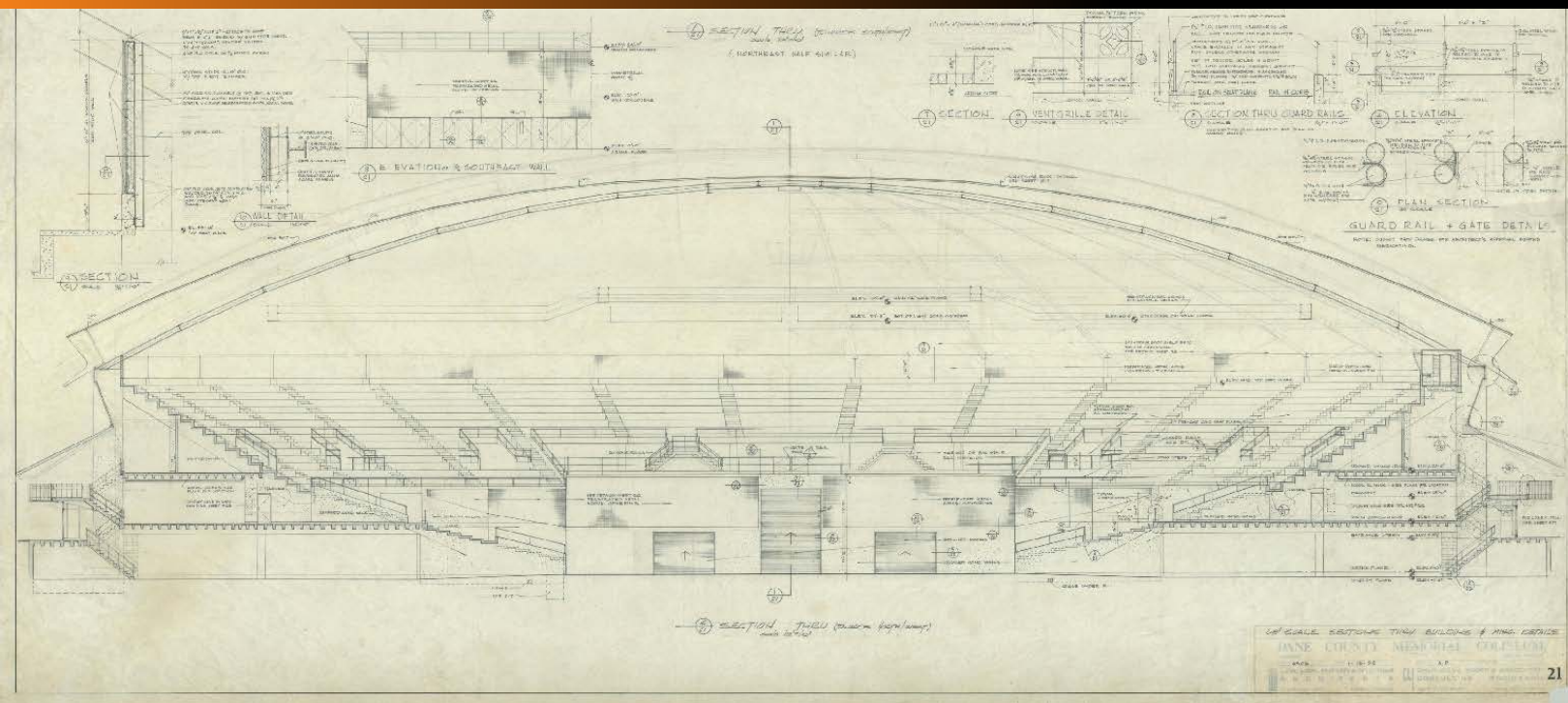
PHASE 2: PRE-DESIGN & PLANNING

LIKELY DURATION 3 MONTHS

Upon agreement on contractual terms, FPC Live will begin the pre-development/planning. This phase involves an extensive review of the status of existing site conditions, including the historical structures, sensitive habitats, and hazardous materials. The analysis will provide an in-depth understanding of the site's cultural and planning opportunities and limitations and will help build a clear framework for the project approach. This phase will also allow for input from the community on needs and desires. Work in this phase includes:

- Community Outreach
- Advance the conceptual design
- Land planning to ensure the new entry engages the AEC campus
- Zoning Changes (if required)
- Titles & Surveys
- Transportation Study
- Updated Project Budget
- Overall Project Schedule
- Outline Entitlement Schedule





PHASE 3: DESIGN & ENTITLEMENTS

LIKELY DURATION 6 MONTHS

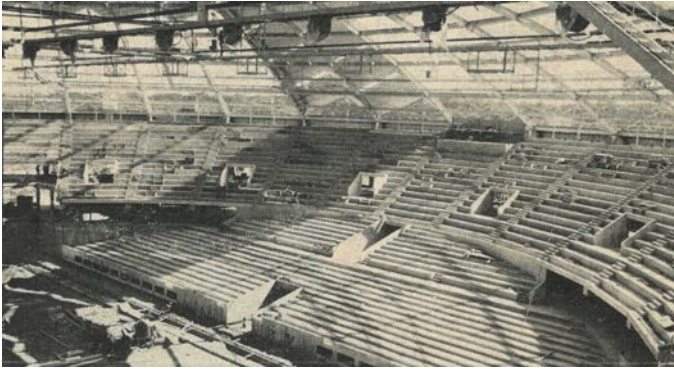
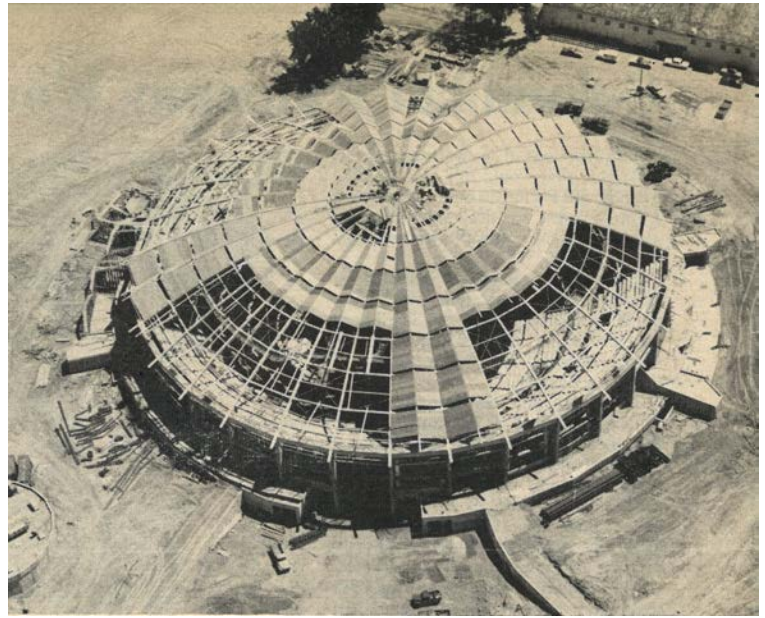
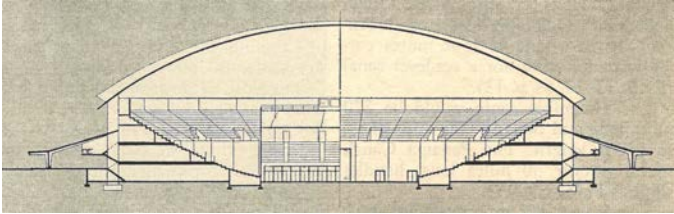
The collective team's focus is to create an entirely new, quality experience for both artists and fans while reducing points of friction for guests to ensure a memorable transformation. As the design advances, the team will concurrently begin the local entitlement process. This phase will include:

- Further refinement and development of design and engineering solutions
- Ongoing coordination between design / engineering / construction teams
- Update Project Budget / Schedule
- Begin DAT meetings with local AHJ's to identify entitlement obstacles early
- Continue Alder and neighborhood engagement
- Submit Land Use Application for UDC and Plan Commission Approvals (as required)
- After approval of Land Use Application, submit to City of Madison for Site Plan Verification (concurrent with Construction Document Phase)

PHASE 4: CONSTRUCTION DOCUMENTATION & PERMITTING

LIKELY DURATION 5 – 6 MONTHS

- Finalize and coordinate architecture, design, and engineering documents
- Update Project Budget / Schedule
- Team Quality Control Reviews & Sign Offs prior to submission for permit
- Submit finalized construction documents for construction permit



PHASE 5: CONSTRUCTION

LIKELY DURATION 18 MONTHS

This phase would be focused on the redevelopment of the VMC and will include:

- Abatement, as needed
- Renovation of the Veterans Memorial Coliseum
- New mechanical systems throughout the venue
- Entirely new customer & artist experience to ensure a quality experience for both artists & fans
- Designed to reduce any points of friction for all guests to ensure a quality experience

PHASE 6: TRAINING & PRE-OPENING

LIKELY DURATION 2 MONTHS

This phase is the pre-opening stocking / training / test event phase prior to a full public opening.

Projected Q3 2028 Opening

Any financial forecasts, projections, models, budgets, schedules, development timelines, or other forward-looking statements or assumptions included in or provided in connection with this RFP should be considered illustrative in nature, are based on various assumptions and estimates, and are subject to significant business, economic, and competitive uncertainties and contingencies, many of which are beyond the control of Proposer. Such Projections are not and shall not be construed as representations, warranties, guarantees, or promises of performance or results by Proposer.



OPERATIONAL MANAGEMENT PLAN

**CHAPPELL ROAN
05.29.24 / THE SYLVEE**

FPC LIVE BOOKING APPROACH

FPC Live has a unique connection to the VMC as our company's promotion offices were located on site from 1971-2009. We are proud to have produced hundreds of events attended by millions of people at the Veterans Memorial Coliseum since its inception. Generations of Madisonians discovered live music and made lifetime memories at this iconic venue. Now FPC Live seeks to deliver those memories to the next generation of Madisonians in this creative reuse of the VMC.

We have reimagined the space into a bespoke, state-of-the-art, music-first venue tailored to the needs and tastes of world class artists and their fans. Our design recreates the patron experience in every way, beginning with a spacious, welcoming entrance. It continues with expanded concessions choices and premium club options. Finally, the sightlines, acoustics, and production capabilities will be completely redone to create the best experience.

For artists, we are transforming the venue's ability to accommodate production elements of all sizes. Backstage amenities will be tailored to the needs and expectations of the industry's biggest stars.

Rather than keeping or expanding the venue's seating capacity, we are taking a different approach. Our plan is to reduce the overall capacity to a scenario that can flex between 3,500 and 6,800 while maintaining the look and feel of a sold-out show. Creating a manageable, flexible capacity for the facility will allow us to use more space for patron amenities while attracting a higher volume of more diversified events. While it is designed to be music-first, the flat floor and flexible stage house will allow for non-concert event configurations.

Our goal is to host approximately 75 events (including 15 non-concert events, family and/or sporting) per year with the vast majority being music concerts or comedy performances. The music and comedy events will cater to any and all genres that can be successful in Dane County as our track record with our current portfolio of events demonstrates. This venue will also be able to host large scale non-concert events. However, it will not be able to present some of the legacy VMC events such as Midwest Horse Fair, Monster Truck shows, or certain sporting events. We do believe we can accommodate the needs of World Dairy Expo post-construction.

Leading the programming for the facility will be our Madison based FPC Live team led by Co-Presidents Scott Leslie and Charlie Goldstone.



SABRINA CARPENTER
THE SYLVEE / 04.28.23



SCOTT LESLIE

**Co-President
FPC Live**

Scott Leslie is the co-president of FPC Live, where he helps shape the Midwest's live music landscape and leads strategy, growth, and execution across the company's expanding touring and venue portfolio. Based in Madison, Wis., he also serves as the national tour promoter for artists including Tyler Childers, Goose, Colter Wall, and Japanese Breakfast.

In 2007, Leslie purchased and revitalized Madison's historic Majestic Theatre, laying the groundwork for what would become the company's Midwest footprint. In 2014, he expanded operations to Columbia, Missouri, acquiring and restoring The Blue Note and Rose Music Hall. Three years later, his company merged with Frank Productions to form FPC Live, where he played a key role in launching The Sylvee, which went on to earn a Pollstar nomination for Best New Concert Venue in 2019.

Known for his artist-first approach and his deep understanding of performance from both sides of the stage, Leslie brings a musician's sensitivity to his work as a promoter. A classically and jazz-trained pianist and former touring artist, he is committed to delivering exceptional live experiences for both fans and performers alike.



CHARLIE GOLDSTONE

**Co-President
FPC Live**

Charlie Goldstone is the co-president of FPC Live, where he oversees booking and operations across Wisconsin while promoting national tours for a diverse roster of artists. With more than two decades in live entertainment, he has helped shape the development of key venues, major events, and a growing concert ecosystem across the region.

Goldstone began his career with Live Nation before serving as senior director of Artist Development at Island Def Jam Music Group. He joined Frank Productions in 2007, later becoming a key part of FPC Live's leadership team. Throughout his tenure, he has guided some of Wisconsin's most significant live music moments, from conceiving the first major concert at Madison's historic Breese Stevens Field to leading the revival of Camp Randall Stadium as a premier destination for stadium-level artists, following the venue's 30-year hiatus. He also played a central role in the design and development of The Sylvee, helping establish the venue as a cornerstone of the region's live music scene.

Known for his strategic vision and long-standing commitment to building a vibrant and inclusive music community, Goldstone is a two-time Pollstar Talent Buyer of the Year nominee and an Academy of Country Music Promoter of the Year nominee. Proud to call Madison home for nearly two decades, he is dedicated to enriching the local arts landscape and has led fundraising efforts for the Madison Area Music Association, helping provide instruments to public school programs.



SUMMER WUESTENBERG

**Talent Buyer
FPC Live**

Summer Wuestenberg is a Talent Buyer for FPC Live, responsible for booking and promoting concerts at premier Wisconsin venues including Landmark Credit Union Live, The Sylvee, Breese Stevens Field, and BMO Harris Pavilion. Since joining FPC Live in 2017, she has curated live music experiences that connect artists with audiences across the region.

Wuestenberg brings both artistic insight and industry expertise to her role, collaborating closely with artists, agents, and venue partners to shape FPC Live’s programming. She will also be booking concerts for Landmark Credit Union Live, a new 4,500-capacity indoor ballroom opening in Milwaukee in February 2026.

Outside of her work with FPC Live, Wuestenberg continues to stay connected to the creative community as a songwriter and performer with her band, Pink Halo.



JESSE SHERMAN

**Talent Buyer
FPC Live**

Jesse Sherman is a Talent Buyer for FPC Live, booking artists and promoting shows at premier Wisconsin venues including Landmark Credit Union Live, The Sylvee, Breese Stevens Field, and BMO Harris Pavilion. He joined Frank Productions’ FPC Live in 2013 and held roles in production and marketing before moving into his current position in 2017.

Sherman helps shape FPC Live’s concert programming across the region, collaborating with artists, agents, and venue partners to deliver exceptional live experiences. He recently contributed to the development of Landmark Credit Union Live, a 4,500-capacity indoor ballroom that will open in Milwaukee in February 2026.

Beyond his work with FPC Live, Sherman produces liquid light show visuals for local artists and live events in the community.



FPC OWNED & OPERATED VENUES
FPC BOOKED VENUES

In 2018, FPC Live and its parent Frank Productions formed a partnership with Live Nation. Through that partnership, FPC Live oversees all events in Wisconsin on behalf of Live Nation’s global touring and artist network. We have utilized those resources to expand opportunities for artists and their fans to connect in venues across the state. The most recent and best example of that success is the resurgence of concerts at Camp Randall Stadium after a near 30-year hiatus. Our team has shown an unparalleled ability to both create and rekindle venues across Madison and the state. We are thrilled to have the opportunity to do so again in the building that started it all.



FANS AT CAMP RANDALL

FPC LIVE BOOKING EXPERIENCE



ORPHEUM THEATER

This 100 year-old venue has had many lives including vaudeville house, cinema, wedding hall, and concert venue but struggled to find an identity and fell into disrepair in the mid 2000’s. The venue underwent ownership changes, ultimately being purchased by the Paras family. FPC Live assumed the operations of the Orpheum Theatre in 2018. After investing over \$1M in patron and artist upgrades in 2022, we have given the theater a new purpose as one of the most successful comedy venues in the country, routinely playing host to both established and developing artists.



BREESE STEVENS FIELD

In 2015, the City of Madison invested in one of downtown’s most iconic landmarks replacing the grass field with artificial turf allowing it to be used more heavily throughout the summer. FPC Live was approached about bringing concerts to the facility and in October of that year we hosted the first concert with a sold-out Avett Brothers performance. Since then, the FPC Live produced concert series at Breese Stevens Field has brought hundreds of thousands of patrons to the Cap East corridor, adding to downtown’s vibrancy and economic development. We helped transform this century old municipal park into a family friendly environment for Madisonians to experience world-class entertainment, for many within walking and biking distance of their homes.



CAMP RANDALL

Camp Randall has been home to the UW Badger football program since 1895. For a brief period in the 1990’s, it also served as a concert venue hosting such artists as Pink Floyd, U2, and The Rolling Stones, all shows produced by our company. After a 28 year break, FPC Live spent nearly 2 years working with UW to finally bring concerts back to the storied stadium. In 2025 we accomplished that goal with a history making 2-night run of Morgan Wallen shows in June and global superstar Coldplay’s first ever Madison concert in July. In November 2025 we continued that momentum announcing AC/DC for July 2026.

COLDPLAY / CAMP RANDALL / 07.19.25

LIVE NATION'S VENUE NATION

Live Nation owns, operates, has exclusive booking rights for or an equity interest for which we have a significant influence in 394 venues globally, including House of Blues® music venues and prestigious locations such as The Fillmore® in San Francisco, Brooklyn Bowl® in New York City, the Hollywood Palladium in Los Angeles, the Moody Center© arena in Austin, the Ziggo Dome in Amsterdam, 3Arena in Dublin, Royal Arena in Copenhagen and Spark Arena in Auckland.

Live Nation's venue operator division is Venue Nation. Venue Nation implements industry best practices in event management, stage production, financial reporting, ticketing, sales, VIP experiences, venue marketing, maintenance, and capital management.



LIZZO / THE SYLVEE / 10.10.19

OPERATIONAL MANAGEMENT PLAN

Live Nation’s unique experience, expertise and approach will deliver high levels of excellence and achievement at Veterans Memorial Coliseum (VMC) in a variety of areas critical to the successful operation of the venue. We consider it our mission to create once-in-a-lifetime experiences for fans. We will implement comprehensive training and operations programs at VMC. This will be a part of our venue mission with all of our venues that bring a dedicated service culture to life at each and every performance.



MT. JOY x GOOSE / KOHL CENTER / 09.17.25

EVENT MANAGEMENT

Our event management strategy begins well before any given show to ensure that we are working proactively to prepare for a safe and successful event. From the time an event is booked and confirmed, we update our master calendar with the event details, including the times that the parking and ticket gates open, and the time the event starts. Our marketing, box office and operations teams immediately begin work to ensure we spread awareness about the event, are prepared to provide tickets, and have the venue ready to accommodate guests and artists. In the time leading up to the event, our team conducts research. Live Nation has unrivaled access to resources and insights to compare similar events at this venue and others. This research helps us set staffing and budgeting levels appropriate for the event. Using what we have compiled, we outline a Day-of-Event Sheet with specific details for staff.

MARKETING

An expert marketing team will manage an estimated average annual spend of more than \$500,000 to promote events at VMC. Through our excellent long-standing relationships and local buying power, we are also able to offer our artists and venues preferred rates in the marketplace and are on the cutting edge of local and global advertising efforts. We will continue to cultivate these relationships to ensure marketing efforts are maximized and appropriate venue branding for all events produced at VMC. Our team will build a dedicated and tailored marketing campaign for each event held at VMC utilizing unparalleled first-party data and robust third-party data.



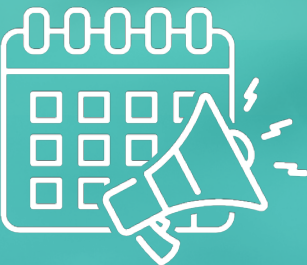
AUDIENCE DIGITAL TARGETING

We are proud of the investments we have made in both talent and technology to provide industry leading solutions across all key online media channels. Our first party data is used to capture fans at every point of purchase through multiple databases including emails and SMS. We are able to re-target fans who have previously purchased artist tickets + affinity tickets and those that have visited those artist's music event pages on Ticketmaster.com and our websites. Once that visitor is determined a fit for our ad campaign, they are served ads across multiple platforms, websites, TV streaming services and social networks that they frequent.



SOCIAL MEDIA ENGAGEMENT

Our team operates Facebook, Instagram and X pages for each owned and operated venue as well as the FPC Live brand totaling over 430,000 fans in the area. Our global marketing team works directly with the marketers and advertisers at Meta, TikTok, X, Snapchat, Reddit, etc. to ensure that we are up-to-date on all platform changes and that we are using each platform to its utmost potential. We have over 1.2M subscribers that receive weekly newsletters and dedicated targeted ecards to each show. We also have access to Ticketmaster's database where we may target purchasers of similar events that may not have been promoted by Live Nation and FPC Live in the past.



IN-VENUE CROSS PROMOTION

Through our in-venue assets such as digital screens, promotions, banners, flyers and other signage, we have the ability to cross promote events in our other owned and operated venues. Show information such as event and concert calendars would be promoted at like-genre shows. Our marketing team also manages a shared street team and coordinates local outreach marketing to increase awareness of upcoming shows via concert calendars and promotional activations.

BOX OFFICE & TICKETING

FPC's story began in Madison as a ticketing and promotion company in 1964. Our company's founder Herb Frank created the Madison Ticket Agency to operate the box office at the VMC in 1971. Since that day, we have operated one of the longest standing in-person box offices in Madison. While our regular in-person hours were cut back post-pandemic, patrons are still able to purchase service-free tickets for VMC shows through this box office. We also sell tickets for our other operated venues via the VMC box office with reduced fees. Our Box Office team helps manage the logistics of ticket selling, including putting tickets on sale, managing inventory, and helping to match tickets with buyers. The box office, at a minimum, would open at noon on show days and would stay open until the headliner takes the stage. Tickets are sold in-person with box office staff acting as customer service representatives

to make sure all guests can access their tickets, whether purchased online or in person. Our ultimate goal is to ensure all guests can find the ticket that meets their needs and can enter and exit the venue as smoothly as possible.

Through the Madison Ticket Agency, Ticketmaster has been the VMC ticket service provider since 1992. Ticketmaster is the world's leading live entertainment ticketing and marketing platform. It offers fans an integrated, all-in-one platform to purchase and manage tickets. It also offers best in class tools for venue event publishing, box office sales, access control, customer management, and reporting. Ticketmaster's existing presence in Madison and the larger Midwest area expands and strengthens our marketing efforts, helping the FPC team continue to produce sold-out shows for the artists by maximize our event's reach and visibility.



Sylvia, Fred, and Larry Frank selling tickets out of the VMC box office circa 1982

MAINTENANCE AND REPAIR

In order to ensure that VMC remains in peak condition, we have split maintenance of the venue into two categories – non-event day maintenance, and day-of-event maintenance. Non-event day maintenance staff are responsible for the overall condition, look, feel, functionality, and general upkeep of the venue, while the day-of-event maintenance staff are responsible for the cleanliness and general aesthetic condition of the venue immediately before, during and after events, as well as any necessary repairs of event-related equipment. We also engage in an annual review of maintenance needs. We schedule periodic checks of all equipment and piping with local businesses for each service. In the case of unforeseen repairs, Live Nation is committed to funding critical maintenance issues from our operating cash flows. We will continue to maintain regular communication and collaboration with Dane County.

The day of event maintenance service staff is responsible for the cleanliness and general aesthetic condition of the venue immediately before, during and after an event, as well as the general repair of any event related equipment.

This crew of people is trained to understand the importance of safety, making great first impressions for fans, touring artists, and the community as a whole.

The necessary tasks that comprise each area of maintenance service vary in the degree of individual responsibilities, workload, staffing requirements and skill sets; however, both the non-event day maintenance services and the day of event maintenance services are equally important, and critical to the overall success of the venue.

Live Nation has established a comprehensive venue inspection plan to ensure the venue is maintained efficiently and anomalies and or deficiencies are identified and repaired immediately.

An essential part of our maintenance program is the knowledge and understanding of the applicable government and municipal codes and certifications needed for maintaining this one-of-a-kind venue and guaranteeing that all facilities are up to code.

Our current inspection schedule consists of the following parts:

1. VISUAL INSPECTION

Periodic visual walk through inspections of the venue are performed. These inspections often identify suspect areas for a more in-depth inspection. The inspections would include but are not limited to: critical HVAC systems, food service areas and equipment, storage spaces, venue exterior and perimeter, paths of ingress and egress, and routine inspection of equipment (lifts, transportation carts). All deficiencies are addressed as they arise to ensure that the venue exceeds minimum code and safety standards.

2. PREVENTATIVE MAINTENANCE

Ongoing and documented preventative maintenance programs will be put in place to ensure safety and proper operation of critical systems to prevent downtime. Examples of these programs include regular HVAC filter and belt service, coil cleaning on refrigeration units, annual inspections and third-party certifications on fire-rated doors, fire extinguishers, fire suppression systems, ansul system certification, alarm testing, grease trap cleaning, among others.

Live Nation periodically performs an electrical survey report which outlines recommendations on how we can improve and conserve energy demand at the venue.

The report identifies the following:

- Potential Upgrades – recommendations for items that might be considered to improve the functionality or operation of the facility
- Energy Efficiency – items noted that could reduce the overall power consumption of the facility.

Facility maintenance is one of the most important elements of our operation to ensure that facilities are viewed as assets to the community, a place that guests look forward to visiting and ensuring that world class facilities are held in that same regard for years to come.



PARKING AND TRAFFIC

As a part of the overall AEC complex, success in traffic management relies heavily on the number of spaces available and communication among stakeholders as to how and when they will be used. Communication, building strong relationships with all groups involved, and execution are paramount in delivering a world class event for fans. Traffic, both before and after the event, are often two of the most relevant factors when guests choose whether or not to return to a venue. We only have one chance to get this right and to do so we rely heavily on these key principles:

- SAFETY**
- EFFICIENCY**
- COMMUNICATION**
- EXECUTION**
- CONTINUED IMPROVEMENT**

Across our portfolio of venues, we park more than four million vehicles annually. In order to do so, we are committed to partnering with local police departments, surrounding neighbors, clients of the AEC, state authorities where needed, and developing strong lines of communication to ensure that all parties are well informed and well prepared.

Our parking operations have the technological capability to accept payment in the parking lots offering transaction times lasting only seconds per transaction. Additionally, purchase in advance parking options are available through the Ticketmaster platform and real-time reporting and inventory management of parking inventory provide visibility and transparency into this valuable revenue stream.

Finally, our event-specific fan journey emails have the capability to include event-specific traffic related information to further promote fan communication. For critical communication, text message communication to ticket purchasers is available leading up to the show as well.

EVENT SECURITY

Supporting a safe and secure environment for all of the guests, artists and employees at VMC would be our foremost priority. In partnership with area first responders, we dedicate resources towards the safety of VMC guests, artists and employees. Experienced security professionals work to implement thorough policies and protocols to keep the venue safe and secure. In addition, Live Nation's national and global network of resources provide valuable intelligence and insights into trends or developments related specifically to live entertainment. Live Nation's security program was recently awarded with the SAFETY Act Designation from the U.S. Department of Homeland Security for its venue security standards, security training curriculum, security audit program, global intelligence operations, closed-circuit TV investment program, and more. Security-related technology and equipment at VMC will be state-of-the-art. The venue would utilize closed-circuit TV cameras, K-9 units, magnetometers that visitors must pass through, and infrastructure to help protect the exterior of the venue, among other measures. Our team will maintain close, collegial relationships with local emergency responders and appropriate federal agencies.

We pride ourselves on our professional and courteous security team, who play an important role at our concerts and events. While they protect the safety of guests, staff, and artists, they also act as ambassadors of VMC, with knowledge of the venue and its policies and procedures. All staff at VMC, regardless of position, must attend extensive security training, and when appropriate utilize third-party security vendors, to handle backstage and gate security.



FIRST RESPONDERS

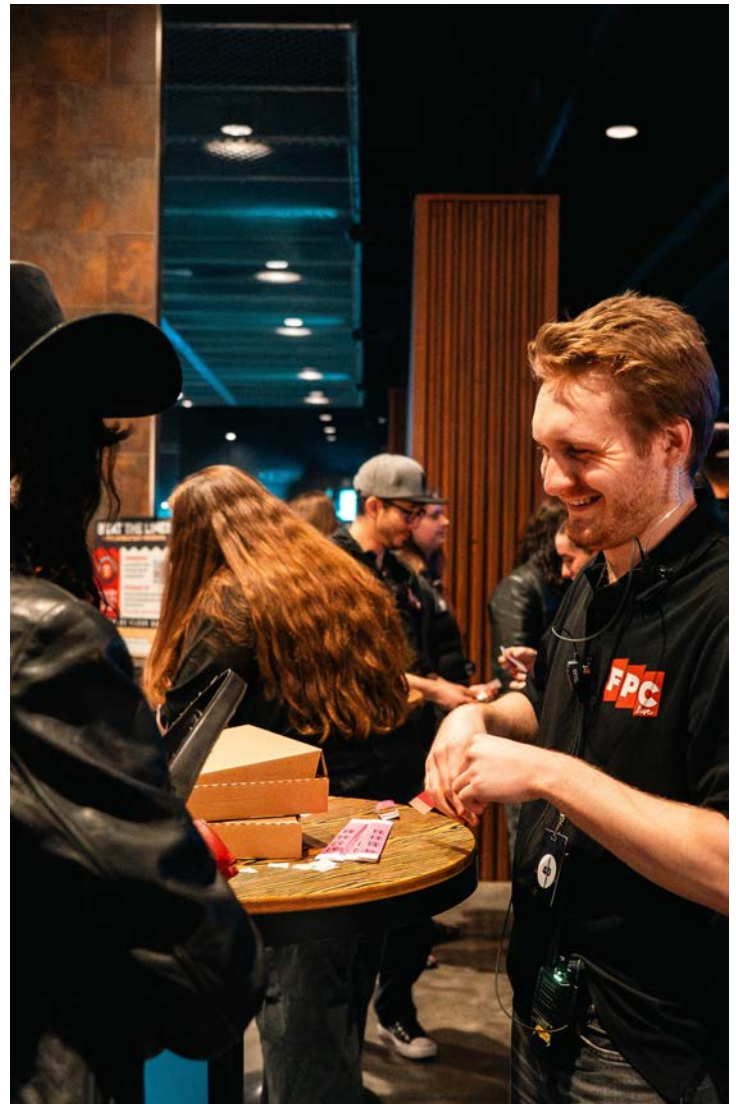
Live Nation will coordinate staffing needs on a show-by-show basis for key emergency responders: Dane County police / sheriffs, fire, and EMS Services. It is our priority to work with the various agencies to ensure that we are following the most up-to-date policies and procedures to provide the safest environment possible for guests, artists, and employees – and are committed to developing and implementing clear, defined systems in collaboration with local authorities for any emergency situations that may arise. The Live Nation team will spend time cultivating strong relationships with each of these departments. Live Nation security staff regularly consults with local police authorities on show days. If we are selected to operate VMC, we will work in tandem with appropriate points of contact to maintain standard operating protocols for the facility, and update our comprehensive strategies for emergency evacuations, inclement weather protocols, and general logistics and operating procedures as needed. We will discuss plans in advance of the show with representatives of the first responders to accurately assess the necessary staffing levels for each event.



GUEST SERVICES

As the first people guests see when they arrive for an event, the guest services team is incredibly important in creating a friendly and welcoming environment. Our guest services team will hire, train and staff ushers and ticket takers for each show at VMC. All Live Nation guest services staff undergo our Service Culture Program and are trained in Live Nation's special brand of hospitality, ensuring "service with a smile."

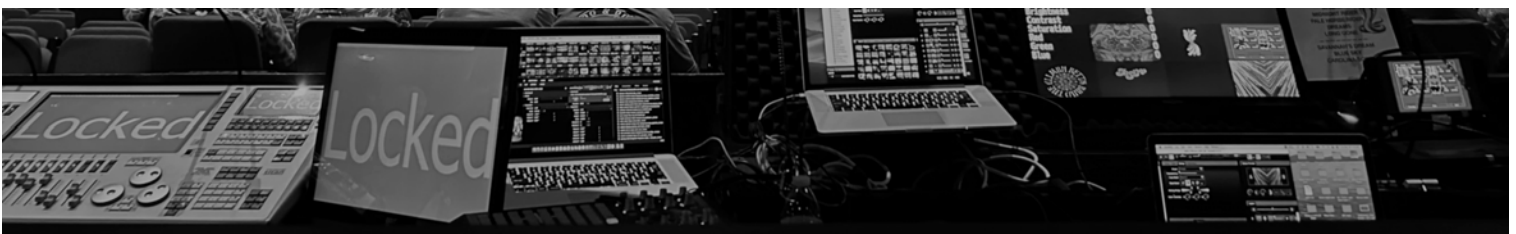
- **During the event, ticket takers scan each attendee's ticket as they enter the venue.**
- **Ushers check guests' ticket credentials, assist with seat locations, and keep aisles clear during event.**
- **Our event ambassadors walk the venue and make sure guests are cared for and answer any questions.**
- **Guest services team breaks down tables, signage, equipment and tidies post show.**



PRODUCTION TEAM

The production team at VMC will work closely with traveling tours from the moment the trucks and buses roll in early in the morning (often greeted with coffee and donuts) until they leave late into the night. The team handles venue scheduling and planning; hires local businesses to provide sound, lighting and video equipment.

Our production team regularly solicits feedback from tours, shares best practices with other Live Nation venues, and works overall to continuously improve our approach.



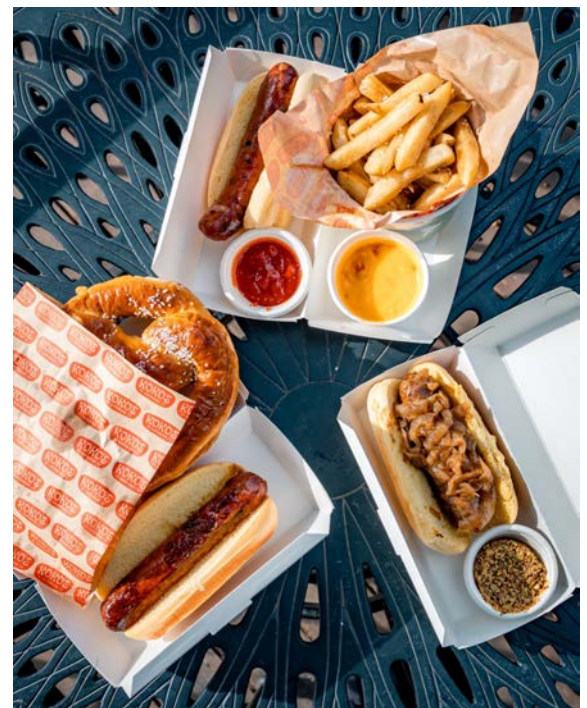


FOOD AND BEVERAGE

Live Nation is dedicated to delivering the highest standard of food and beverage service at the VMC to create a memorable visitor experience for fans and artists. Live Nation’s superb culinary team crafts impactful food and drink recipes and invests a great deal of thought into the environment where they will be enjoyed. Our team has elevated the food & beverage experience at every level: from the food we serve, to the drinks we’re pouring and to the way our spaces look and feel. That means long, gorgeous linear bars, attractive signage and lighting, and beautiful bar displays. It also means close attention to details such as staffing and point-of-sale to guest ratios to make sure patrons are served swiftly.

Live Nation’s food and beverage team consistently tracks emerging trends to tailor offerings to fans’ evolving tastes. Our industry-leading research and development team stays ahead of the curve to introduce groundbreaking and impactful offerings. As more people embrace an alcohol-free lifestyle, we have introduced creative new “mocktails” and other non-alcoholic options.

We are committed to responsible beverage service. We have worked extensively with the TEAM Coalition (Techniques for Effective Alcohol Management), a nationally recognized organization that promotes responsible alcoholic beverage service and positive fan behavior at sports and entertainment venues. Our food & beverage operations adhere to strict responsible alcoholic beverage guidelines to ensure that fans can safely and comfortably enjoy their concert experience, and all employees that serve alcoholic beverages are required to be trained and certified by a nationally accredited service – including a TEAMS/TIPS certification.



SPONSORSHIPS

Sponsorships are another area of strength for Live Nation. By combining the resources of the world’s leader in live entertainment, along with our deeply rooted on-the-ground local team, we can create very intentional sponsorship agreements that provide a better fan experience while also creating meaningful benefits for local businesses.

Our dedicated sponsorship team worked with more than 1,500 sponsors in 2024.



MERCHANDISE

The opportunity to buy hats, t-shirts, sweatshirts and other artist merchandise is increasingly an important component of the concert experience for fans. The Live Nation team at VMC will staff merchandise stands from the time that gates open until after the show. We have invested in upgraded point of sale technology and a more streamlined sales approach to provide the best possible “merch” experience.



OPERATIONS TEAM

Our Operations Team works closely with the local municipalities and first responders, to make sure everything is safe, clean, and running smoothly on show days and off days.

Show day responsibilities for the Operations Team include:

Overseeing scheduling and distributing day-of-show information to venue staff.

Assisting with Venue set up, Employee check-in, & security sweeps.

Auxiliary support with artist meet and greets, sponsorship activations and VIP Guest experiences.

Other Operations tasks include setting up and taking down show-day equipment, managing repairs and maintenance, preparing the venue, and working closely with Live Nation's guest services, janitorial, and security teams to ensure everyone knows their responsibilities and has the tools they need to succeed on show days.

JANITORIAL SERVICES

Maintaining the highest standard of cleanliness at all of our venues is a non-negotiable requirement for Live Nation, at each and every performance.

Our primary janitorial team is in-house, and we work with outside vendors to supplement our cleaning process overnight as needed. We ensure the venue is cleaned before, during, and after every show. We maintain lengthy, detailed checklists and manuals spelling out how each area of the venue should be cleaned and maintained.



Here is an overview of our janitorial approach:

- Roughly one week prior to an event, our custodial staff will confirm event preparedness, staffing levels, call times, and any pertinent event information.
- During the event, the custodial team will be assigned to key areas within the venue requiring active oversight, and they will ensure a continued safe, clean environment.
- Following an event, additional personnel will supplement the existing custodial team to assist them with cleaning the entirety of the facility. We will ensure that the venue will return to its pre-show condition at the end of every show, so that both the venue and our team are prepared for the next show.

VETERANS MEMORIAL COLISEUM FTE ESTIMATION

EVENT LABOR

DEPARTMENT	SEASONAL / PT EMPLOYEES	AVGERAGE HOURS PER SHIFT	FTE EQUIVALENT
PREMIUM SERVICES	30	7	6
BOX OFFICE	15	7	3
CLEANING & MAINTENANCE	45	12	16
SUSTAINABILITY	4	12	1
PARKING	50	7	10
SECURITY	165	7.5	36
USHERS & TICKET TAKERS	165	7	33
ADMINISTRATION	6	14	2
MERCHANDISE	45	10	13
STAGEHANDS	65	8	15
FOOD & BEVERAGE	135	8	31
TOTAL			167

NON-EVENT

DEPARTMENT	SEASONAL / PT EMPLOYEES	AVERAGE HOURS PER SHIFT	FTE EQUIVALENT
PREMIUM SERVICES	0	7	-
BOX OFFICE	3	6	2
CLEANING & MAINTENANCE	8	8	8
SUSTAINABILITY	1	8	0
PARKING	4	7	4
SECURITY	1	6	0
USHERS & TICKET TAKERS	1	6	0
ADMINISTRATION	8	6	6
MERCHANDISE	1	6	0
STAGEHANDS	65	8	9
FOOD & BEVERAGE	5	8	5
TOTAL			34

A total of 201 FTE equivalents are expected as part of this proposed partnership.

Any financial forecasts, projections, models, budgets, schedules, development timelines, or other forward-looking statements or assumptions included in or provided in connection with this RFP should be considered illustrative in nature, are based on various assumptions and estimates, and are subject to significant business, economic, and competitive uncertainties and contingencies, many of which are beyond the control of Proposer. Such Projections are not and shall not be construed as representations, warranties, guarantees, or promises of performance or results by Proposer.



PLANNED TENANT ARRANGEMENTS

To further enhance the booking strategy section of this document, the proposed modifications to VMC position it strongly to not only be a world class venue, but also to host and attract world class talent. Calendar utilization is a key component to maximizing opportunity. Our strategy would employ a “Programming & Partnership” approach.



ANDERSON PAAK / FREAKFEST / 10.29.16

Programming components:

- Concert & Event Booking
- Rentals & Special Events (corporate entertainment, family entertainment, non-traditional events, galas, expos, annual tradition events).



Developing partnerships with groups to highlight community efforts:

- University & educational collaborators
- Graduations, speaker series, student events
- Training opportunities (first responders, music business partnership with local universities)
- Fundraising opportunities
- Collaboration with cultural groups reflecting Madison’s diversity

Maintaining our deep roots in the community is key to success on both elements of this plan and is also one of the most rewarding returns on investment for the local group of individuals that will be tasked to lead VMC as a part of the Live Nation family.

STRATEGIC EQUITY PLAN

Plainly said, Madison is a progressive, community-driven, sustainability-focused, equity forward place. We want to capture those very values such that they are representative in our workforce. We split our equity initiatives generally into construction opportunities and day to day operational opportunities. This section outlines our day to day commitment to a diverse and equitable workforce.

IN ORDER TO CAPTURE THE TRUE SPIRIT OF MADISON, OUR HIRING PLAN WOULD:

1. **Attract a diverse workforce by:**
 - a. Targeting 40% of staff to be hired from Dane County ZIP codes.
 - b. Targeting 15% of staff from historically underrepresented communities.
 - c. Discuss partnership opportunities with organizations such as Urban League of Greater Madison, YWCA Madison, Centro Hispano, Madison College.
 - d. Offer paid positions for young adults interested in live entertainment careers.
2. **Leverage procurement to support local business:**
 - a. Target 20% of annual vendor spend with MBE/WBE/VBE suppliers.
 - b. Prioritize local sourcing.
3. **Deliver compliance with accessible and welcoming design:**
 - a. Offer opportunities in the accessibility space to not only welcome guests with disabilities, but employees as well.
 - b. Partner with KultureCity, the world's leader on sensory and accessibility acceptance.

OUR COMMUNITIES ARE DIVERSE, AS ARE OUR FANS.

OUR WORKFORCE SHOULD BE A REPRESENTATION OF THE PEOPLE WE SERVE!



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SUSTAINABILITY EXPECTATIONS

As a company, we're ambitious about our sustainability goals, and will commit to being a leader in the Madison community to this end. We also believe that these initiatives align with the Dane County Climate Action Plan.



COMPANY GOALS



REDUCING EMISSIONS

50% Reduction In Direct Greenhouse Gas Emissions By 2030.



ZERO WASTE

Offices, Venues, And Events To Be **ZERO WASTE By 2030.**



ELIMINATING PLASTIC

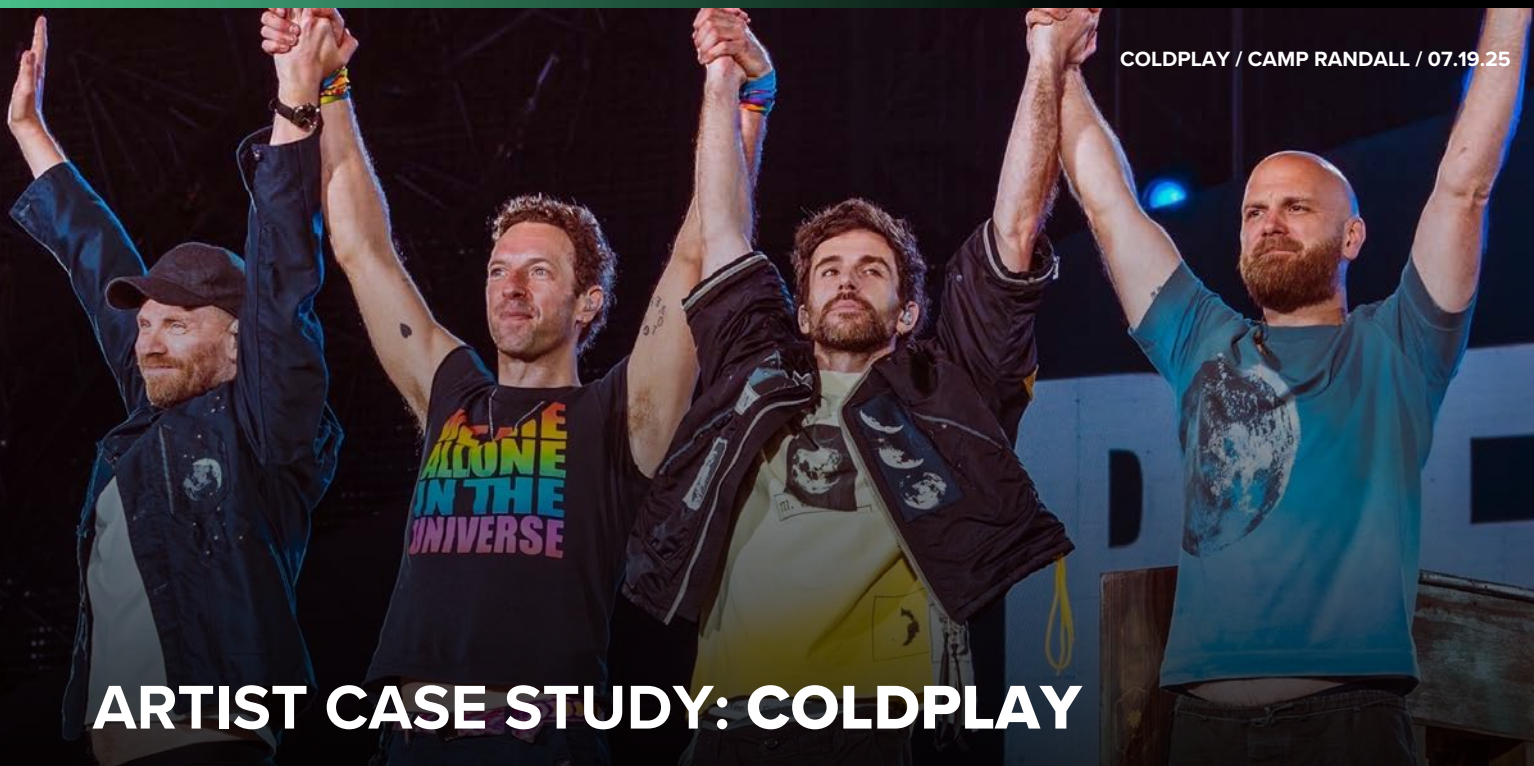
Phasing Out The Sale Of All Single-use Plastics.



AS PART OF LIVE NATION'S GREEN NATION INITIATIVE, HERE'S WHAT FANS AND COMMUNITY CAN EXPECT WHEN VMC OPENS ITS DOORS:

- All concessions materials—from food containers to drinkware—will be recyclable, compostable, or reusable.
- We're reducing single-use plastics and replacing them with lower impact items that can be given new life after the show. This includes no single-use plastic water bottles, straws, or utensils.
- Clearly marked zero waste stations throughout the venue to make it easy for fans and staff to keep their materials out of the landfill.
- Boots-on-the-ground sustainability team dedicated to hand-recovering and decontaminating waste streams behind the scenes to maximize recovery and minimize what is sent to landfill.
- We will be working directly with trusted local waste and recycling facilities to ensure everything collected is properly processed and meeting our global reporting standards.
- Fans will be able to bring their own reusable water bottles and utilize our free water refill stations located around the venue.
- Fans will be able to find plant-based food options around the venue.
- Our venue will be partnering with local non-profits to donate usable goods directly to community members in need. During key moments across the year, we will also be partnering on environmental cleanup and giveback events.

COLDPLAY / CAMP RANDALL / 07.19.25



ARTIST CASE STUDY: COLDPLAY



FIRST CATEGORY

Plastic Alternative Water, Free Water Refill Stations and Refillable Bottles Permitted



SECOND CATEGORY

Recycling Contract and Food Donations



THIRD CATEGORY

Bike Parking



FOURTH CATEGORY

24% Renewable Grid and HVO for Trucks and Generators

PLAN FOR UTILIZATION OF LABOR ORGANIZATIONS

We will utilize union labor where it adds specialized value, safety and quality - specifically for stagehands and production - while employing dedicated in-house staff for guest services, security, box office, operations, and hospitality to ensure consistency, efficiency and community hiring.

FPC Live has a long-standing Collective Bargaining Agreement with the local IATSE 251. Our propensity to employ them is based on a strong local and national relationship with the organization and a desire to maintain:

- ✓ Safety and technical proficiency
- ✓ Speed and professionalism
- ✓ Familiarity with touring shows and promoters
- ✓ Strong location relationships that reduce friction
- ✓ Compliance with labor expectations in a public facility

Our intention would be to employ the local 251 for rigging, lighting, audio, video, production related carpentry, and wardrobe/makeup when needed.

Benefits to Dane County are that this strategy supports high-paying skilled jobs, guarantees top-tier production capability, aligns with County’s labor standards, and eliminates production risk during high-profile events.

Departments that would be targeted for in-house staffing to allow for the best customer service and community impact include:

**Guest Services/Ushers • Security • Box Office/Ticketing • Concessions Staff
Venue Cleaning & Custodial • Maintenance & Engineering • Event Management
Booking/Programming • Marketing & Sponsorship • Administrative & Finance**

We are happy to discuss adjustments to this strategy to best accommodate the mutual goals of both Dane County, Frank Productions, and Live Nation.

In 2023 Live Nation instituted a \$20 minimum wage for all hourly employees.



OUR OPERATING PHILOSOPHY IS BUILT ON SEAMLESS INTEGRATION WITH THE FULL ALLIANT ENERGY CENTER (AEC) CAMPUS.

As operator of the Veterans Memorial Coliseum, our priority is to elevate the guest experience, protect and enhance campus-wide revenue streams, and ensure smooth coordination with all AEC departments, contractors, and event partners. The VMC will be operated not as a standalone venue, but as an integral component of a unified AEC campus ecosystem.



MUMFORD & SONS
ALLIANT ENERGY CENTER / 04.21.16

CONCESSIONS OPERATIONS WITHIN THE VETERANS MEMORIAL COLISEUM

We propose to directly manage all concessions operations inside the VMC. Our approach is designed to complement and enhance existing AEC food and beverage strategies:

Alignment With AEC Policies

- Maintain full consistency with AEC's product partnerships, sustainability standards, and local sourcing programs.
- Integrate with campus branding, signage, contractor requirements, and food safety protocols.
- Mirror AEC's sustainability goals through compostable serviceware, compost/recycle stream separation, and sustainable focused sourcing.

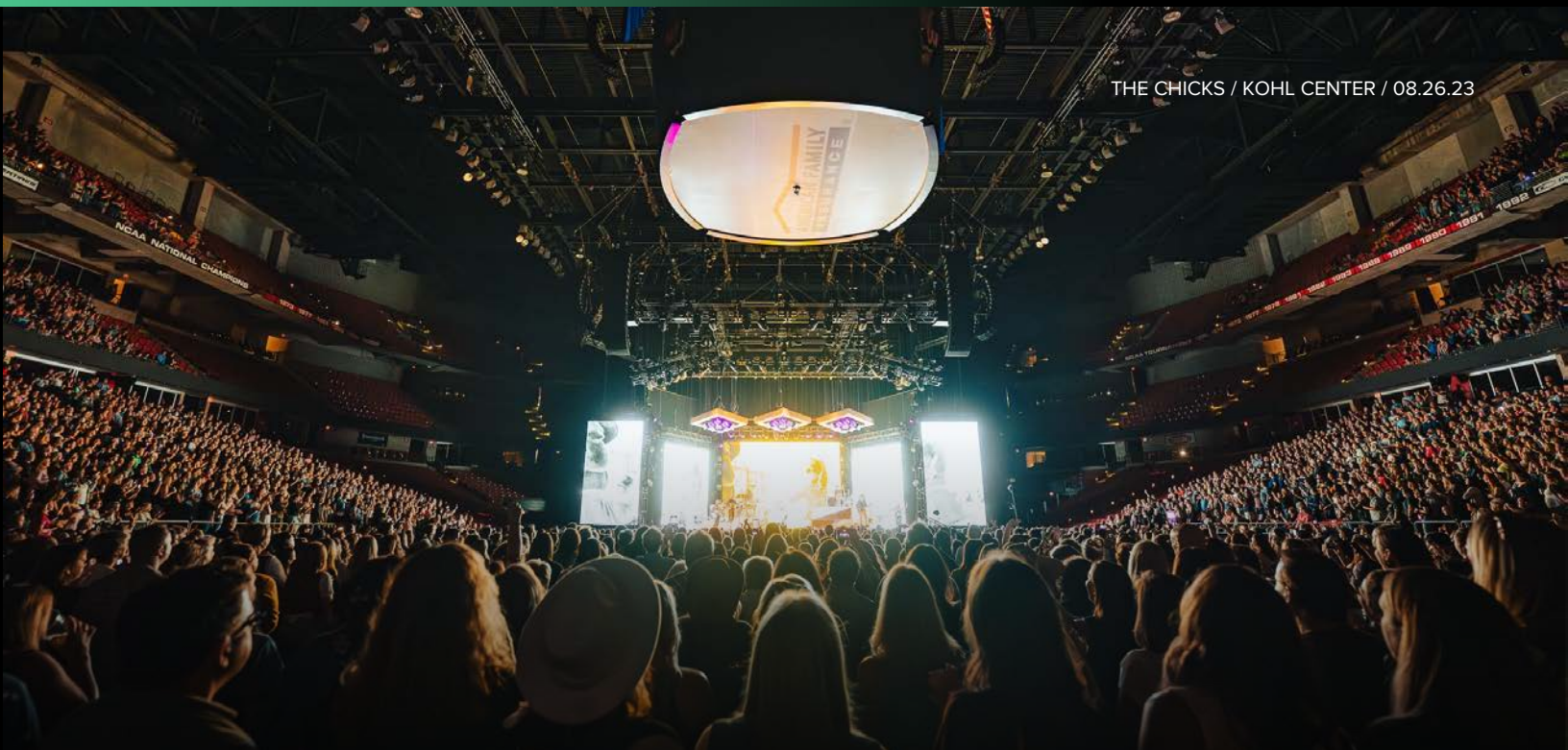
Menu & Guest Experience

- Offer a modern, upgraded F&B program centered on regional brands and premium "venue-elevated" concessions.
- Streamline bar operations to meet high-volume concert and performance demand.
- Utilize standardized POS platforms and reporting dashboards compatible with AEC systems.

Collaborative Purchasing & Vendor Coordination

- Respect and coordinate with any existing beverage or supply contracts held at the campus level to the extent possible.

This model ensures the VMC's food and beverage operations remain campus-aligned, financially transparent, and operationally consistent.



THE CHICKS / KOHL CENTER / 08.26.23

PARKING OPERATIONS ACROSS THE AEC CAMPUS

We propose to manage parking operations for VMC events in strong alignment with AEC's broader traffic, revenue, and event-coordination needs.

Operational Control & Traffic Management

- Provide trained parking personnel for ingress/egress, including premium/VIP lanes, shuttle zones, and ADA priority access.
- Deploy standardized signage, cones, traffic patterns, and pre-established routing that align with AEC's campus master plan.
- Coordinate closely with AEC security, Madison PD, and transit services to ensure efficient flow on high-impact event days.

Multi-Event Coordination

- Campus-wide load-in/load-out windows.
- Shared staffing pools for overlapping events.
- Dynamic traffic control plans for large agricultural, expo, or multi-building activations.
- Early move-in needs for fairgrounds and pavilion users.

This ensures that the VMC's success enhances — rather than conflicts with — the broader campus event schedule.



CROSS-CAMPUS INTEGRATION AND OPERATIONAL COLLABORATION

We recognize that the Veterans Memorial Coliseum depends on shared AEC infrastructure, and we will operate as a fully integrated campus partner.

JOINT SCHEDULING & OPERATIONAL PLANNING

- Participate in routine campus-wide event coordination meetings.
- Share planning documents, staffing plans, and emergency actions to maintain alignment.
- Adjust VMC operations as needed to support major campus events and agricultural show requirements.

SHARED SYSTEMS & INFRASTRUCTURE

We will research feasibility of collaborating with campus-level systems including:

- Waste management streams, composting programs, and recycling initiatives.
- Back-of-house dock use, loading areas, and vendor routing protocols.
- Facility appearance standards, custodial procedures, and ADA compliance expectations.

EMERGENCY RESPONSE COORDINATION

- Support joint tabletop exercises and shared incident-command communication protocols.
- Coordinate sheltering, evacuation, and weather-related responses to align with campus-wide safety procedures.



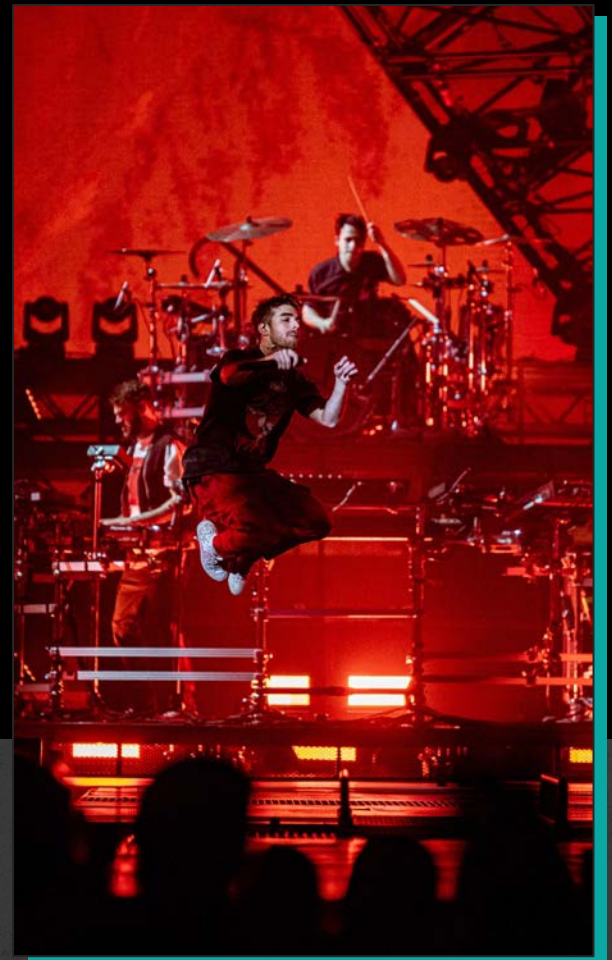
COMMITMENT TO SUSTAINABILITY, EQUITY, AND COMMUNITY STANDARDS

We fully support and will actively contribute to AEC's campus-wide goals by:

- Implementing zero-waste-aligned operations in concessions and back-of-house areas.
- Prioritizing the use of local vendors, Minority/Women-Owned Business Enterprises (MWBE), veteran-owned companies, and equitable staffing practices where possible.
- Participating in green initiatives such as reusable serviceware pilots, compost partners, local sourcing agreements, electric-vehicle parking considerations, and energy-efficient operational practices.

OUR PHILOSOPHY IS SIMPLE:

We raise the standard of the Veterans Memorial Coliseum while strengthening the values of the entire AEC campus.



THE CHAINSMOKERS
VETERANS MEMORIAL COLISEUM / 11.10.19



KARL ADAMS
Head of Large Venue Operations
Venue Nation

Karl Adams brings over three decades of unparalleled expertise in the live entertainment industry, currently serving as the Head of Large Venue Operations for Live Nation's Venue Nation.

In his current role, Karl oversees the operational excellence of all operated amphitheaters, as well as indoor venues. Under his leadership, these venues are responsible for producing upwards of 4,000 events per year, attracting over 18 million fans.

Karl's journey in the live entertainment industry began as a parking attendant at the renowned Deer Creek Music Center, now known as Ruoff Music Center, in 1989. has also been instrumental in the success of Farm Aid, lending his expertise to produce their annual concert since 2001. In recognition of his unwavering dedication and contributions to their cause, Karl was honored with the prestigious Lifetime Achievement Award from Farm Aid in 2019.

Karl graduated from Indiana University with a degree in Political Science and is the proud parent of two children who are currently pursuing their studies at his alma mater.



DEIRDRE MCCREADY
Executive Vice President, Sales & Special Events
Live Nation

Deirdre McCready serves as Executive Vice President for Sales & Special Events at Live Nation.

As one of the industry's top talents for the last 20 years, Deirdre McCready leads strategic planning, budget development, evolution of business initiatives and sales growth for Special Events at Live Nations' 150+ venues.

Deirdre McCready uses her creativity, expertise and finesse to ensure her team exceeds expectations. With experience leading teams at the world's leading entertainment company and previously the most well-respected firms, she has been recognized in The Top 100 Women in Business, Top 50 Diverse Leaders, Most Enterprising Women of the Year, Pollstar x Venues Now Women of Live and more.



LARRY WETHERS

Executive Vice President and Head of Venue Services Venue Nation

Larry Wethers serves as Executive Vice President and Head of Venue Services for Live Nation's Venue Nation division. In this role, he oversees the Venue Capital and Construction, IT, Security and Sustainability departments to ensure each venue operates safely, effectively and efficiently.

Larry is committed to diversity, equity and inclusion and serves as the Executive Sponsor for BE Nation's Houston Chapter. Additionally, Larry is a volunteer for the Star of Hope Mission and the Houston Food Bank. He also shares his passion for sports by coaching community basketball, football, and baseball teams.

As an alumnus of the University of Texas at Austin, Larry is a proud supporter of the Longhorns and attends games as a season ticket holder with his wife and son.



PAIGE VICARI

Head of Large Venue Food & Beverage Venue Nation

Paige Vicari is an experienced food and beverage leader with more than five years of Live Nation experience guiding national strategy across the company's operated amphitheaters. She oversees food and beverage execution nationwide and helps drive growth by elevating consistency, operational performance, and fan experience in venues across the United States.

Based in Philadelphia, Vicari has been recognized by Pollstar and VenuesNow as part of the 2022 Impact NextGen Hub, recognizing her emerging leadership and contributions within the industry. Known for her collaborative approach and passion for hospitality, she continues to help shape Live Nation's amphitheater network as a national showcase for elevated food and beverage offerings. Her focus on thoughtful and strategic partnerships, and operational excellence drives her commitment to delivering memorable live event experiences for fans nationwide.



ANDREW NEWPORT

Regional Vice President of Operations Venue Nation

Andrew Newport began his career at Ruoff (Deer Creek) Music Center in 2000. The sights and sounds of the famed live music venue proved enticing as Andrew worked in various roles throughout the summer concert seasons while pursuing a Business Administration degree at Ball State University. After graduating in 2004, Andrew became the facility's Operations Manager until 2011. Beginning in 2011, Andrew assumed the responsibility of General Manager at the music center and the Lawn at White River State Park. As of 2021, Andrew was named Regional Vice President of Operations for Live Nation's Midwest region which he assumes today. In his 26 years in the business, he has been a part of more than 2,000 events, hosted more than 15 million guests and worked with more than 1,500 performing organizations.

Andrew is married to his wife Amy and together they have three children: Will (16), Ben (14) and Abby (10) as well as their bulldog Maggie. Andrew has played in various bands locally and regionally, is active in the community working on different charity projects and serves both local tourism and public safety boards.

THANK YOU



LIVE NATION[®]

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November 21, 2025



Live Nation has demonstrated financial stability for the last three years and we are optimistic about the long-term potential of the company.

	2024	2023	2022
REVENUE	\$23.1B	\$22.73B	\$16.68B
PROFIT BEFORE TAXES	\$739M	\$913M	\$490M
NEW CURRENT ASSETS	(\$68M)	(\$451M)	(\$140M)
NET ASSETS	\$819M	\$552M	\$90M

Live Nation Entertainment, Inc. (LNE) is a publicly traded company registered with the Securities Exchange Commission and listed on the New York Stock Exchange under the symbol “LYV”. Financial Statements can be found at:

<https://investors.livenationentertainment.com/sec-filings>

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VETERANS MEMORIAL COLISEUM, PRO FORMA

Madison Sales Tax

5.50%

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
SHOW METRICS					
Capacity	6,790	6,790	6,790	6,790	6,790
Promoted shows	60	61	62	63	64
Avg Paid	4,210	4,210	4,210	4,210	4,210
Total Paid Attendance	252,588	256,798	261,008	265,217	269,427
Ticket Price	\$50.00	\$51.00	\$52.02	\$53.06	\$54.12
OTHER EVENT METRICS					
Special Events	10	10	10	10	10
Rental Events	6	6	6	7	7
Total Event Count	76	77	78	80	81
REVENUE					
Facility Fee	\$1,010,352	\$1,047,735	\$1,086,209	\$1,125,803	\$1,166,547
Parking	\$757,764	\$785,801	\$814,657	\$844,352	\$874,910
Ticket Fees	\$2,679,011	\$2,778,135	\$2,880,152	\$2,985,138	\$3,093,171
F&B	\$4,924,175	\$5,106,369	\$5,293,882	\$5,486,852	\$5,685,424
Merchandise	\$3,131,547	\$3,247,414	\$3,366,663	\$3,489,383	\$3,615,666
Upsell	\$757,764	\$785,801	\$814,657	\$844,352	\$874,910
Ticket Rev	\$12,629,400	\$13,096,688	\$13,577,615	\$14,072,541	\$14,581,833
Rentals	\$786,098	\$833,971	\$884,760	\$938,642	\$995,805
Special Events	\$668,779	\$688,842	\$709,507	\$730,793	\$752,716
PSS	\$943,647	\$997,245	\$1,126,515	\$1,167,578	\$1,209,834
Total Sponsorship	\$878,484	\$904,839	\$931,984	\$959,943	\$988,742
Total Revenue	\$29,167,020	\$30,272,840	\$31,486,601	\$32,645,379	\$33,839,558
TAX PROJECTIONS					
Ticket Revenue	\$12,629,400	\$13,096,688	\$13,577,615	\$14,072,541	\$14,581,833
Ticket Tax	\$694,617	\$720,318	\$746,769	\$773,990	\$802,001
Gross Concession Revenue	\$4,924,175	\$5,106,369	\$5,293,882	\$5,486,852	\$5,685,424
Concession Taxes	\$270,830	\$280,850	\$291,163	\$301,777	\$312,698
Merchandise Revenue	\$3,131,547	\$3,247,414	\$3,366,663	\$3,489,383	\$3,615,666
Merchandise Taxes	\$172,235	\$178,608	\$185,166	\$191,916	\$198,862
PSS Revenue	\$943,647	\$997,245	\$1,126,515	\$1,167,578	\$1,209,834
PSS Taxes	\$51,901	\$54,848	\$61,958	\$64,217	\$66,541
FMF Revenue	\$1,010,352	\$1,047,735	\$1,086,209	\$1,125,803	\$1,166,547
FMF Taxes	\$55,569	\$57,625	\$59,742	\$61,919	\$64,160
Upsell Revenue	\$757,764	\$785,801	\$814,657	\$844,352	\$874,910
Upsell Taxes	\$41,677	\$43,219	\$44,806	\$46,439	\$48,120
Parking Revenue	\$757,764	\$785,801	\$814,657	\$844,352	\$874,910
Parking Taxes	\$41,677	\$43,219	\$44,806	\$46,439	\$48,120
Special Events F&B Revenue	\$363,200	\$374,096	\$385,319	\$396,878	\$408,785
SE F&B Taxes	\$19,976	\$20,575	\$21,193	\$21,828	\$22,483
Rental F&B Revenue	\$447,620	\$474,880	\$503,800	\$534,481	\$567,031
Rental F&B Taxes	\$24,619	\$26,118	\$27,709	\$29,396	\$31,187
Total Projected Taxes	\$1,373,101	\$1,425,382	\$1,483,312	\$1,537,922	\$1,594,172

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November 21, 2025

VETERANS MEMORIAL COLISEUM

AS OF: 18-NOV-25

	TOTAL	CORE & SHELL	TI	FF&E	TOTAL \$/SF
BUILDING & FIT-OUT COSTS	\$ 65,950,000	\$ 27,790,000	\$ 38,160,000	\$ –	\$270
Trade Costs	\$ 57,695,601	\$ 24,564,457	\$ 33,131,144	\$ –	\$ 236
General Conditions & General Requirements	\$ 2,868,124	\$ 1,083,419	\$ 1,784,705	\$ –	\$ 12
Overhead, Profit & Insurance	\$ 2,850,400	\$ 1,076,724	\$ 1,773,676	\$ –	\$ 12
Escalation – Assume Construction Start Q4 2026	\$ 2,536,565	\$ 1,068,984	\$ 1,467,581	\$ –	\$ 10
SOFT COSTS	\$ 10,074,789	\$ 3,338,478	\$ 3,988,478	\$ –	\$ 41
Photography & Branding Consultant	\$ 100,000	\$ –	\$ 100,000	\$ –	\$ 0
Architecture & Engineering	\$ 4,000,000	\$ 2,000,000	\$ 2,000,000	\$ –	\$ 16
CA Services	\$ 800,000	\$ 400,000	\$ 400,000	\$ –	\$ 3
Renderings and Fly Throughs	\$ 150,000	\$ 75,000	\$ 75,000	\$ –	\$ 1
Site & Civil	\$ 250,000	\$ 250,000	\$ –	\$ –	\$ 1
Project Management (LN Only – Internal PM)	\$ 200,000	\$ 100,000	\$ 100,000	\$ –	\$ 1
Kitchen Equipment Design (TriMark)	\$ 200,000	\$ –	\$ 200,000	\$ –	\$ 1
Arch & Production Lighting (Bandit Lites)	\$ 500,000	\$ –	\$ 500,000	\$ –	\$ 2
Acoustic Design (K2 & Metropolitan)	\$ 300,000	\$ 150,000	\$ 150,000	\$ –	\$ 1
Signage / Wayfinding (TBD)	\$ 100,000	\$ –	\$ 100,000	\$ –	\$ 0
Zoning / Permit Fees	\$ 576,956	\$ 288,478	\$ 288,478	\$ –	\$ 2
Testing / Quality Control (TBD)	\$ 100,000	\$ 50,000	\$ 50,000	\$ –	\$ 0
Reimbursable Expenses	\$ 50,000	\$ 25,000	\$ 25,000	\$ –	\$ 0
Financing Fee	\$ 2,747,833	\$ –	\$ –	\$ –	\$ 11
FF&E COSTS	\$ 14,020,000	\$ –	\$ –	\$ 14,020,000	\$ 57
Fixed Seating	\$ 1,220,400	\$ –	\$ –	\$ 1,200,400	\$ 5
Folding Chairs and Storage	\$ 297,380	\$ –	\$ –	\$ 297,380	\$ 1
Venue Furniture	\$ 1,110,000	\$ –	\$ –	\$ 1,110,000	\$ 5
Kitchen & Bar Equipment	\$ 1,450,000	\$ –	\$ –	\$ 1,450,000	\$ 6
POS	\$ 165,000	\$ –	\$ –	\$ 165,000	\$ 1
Portable Bars	\$ 800,000	\$ –	\$ –	\$ 800,000	\$ 3
CCTV	\$ 300,000	\$ –	\$ –	\$ 300,000	\$ 1
Data (WiFi & Network) Systems	\$ 300,000	\$ –	\$ –	\$ 300,000	\$ 1
Office Furniture	\$ 250,000	\$ –	\$ –	\$ 250,000	\$ 1
Exterior Signage / Public Art / Wayfinding	\$ 1,000,000	\$ –	\$ –	\$ 1,000,000	\$ 4
Interior Art & Décor	\$ 250,000	\$ –	\$ –	\$ 250,000	\$ 1
Branding Items	\$ 50,000	\$ –	\$ –	\$ 50,000	\$ 0
Operational Equipment	\$ 700,000	\$ –	\$ –	\$ 700,000	\$ 3
Production – FF&E	\$ 125,000	\$ –	\$ –	\$ 125,000	\$ 1
Production – Soft Goods	\$ 1,000,000	\$ –	\$ –	\$ 1,000,000	\$ 4
Production – Audio & Video Systems	\$ 3,500,000	\$ –	\$ –	\$ 3,500,000	\$ 14
Production – Lighting	\$ 1,500,000	\$ –	\$ –	\$ 1,500,500	\$ 6
OWNER HELD CONTINGENCY	\$ 8,729,696	\$ 3,112,848	\$ 4,214,848	\$ 1,402,000	\$ 36
TOTAL CAPITAL	\$ 98,774,485	\$ 34,200,000	\$ 46,400,000	\$ 15,400,000	\$ 404

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THE SYLVEE

Jason Ilstrup
President of Downtown Madison, Inc.
JIlstrup@DowntownMadison.org

MAJESTIC THEATRE

Jason Ilstrup
President of Downtown Madison, Inc.
JIlstrup@DowntownMadison.org

LANDMARK CREDIT UNION LIVE

Michael Belot
Milwaukee Bucks, SVP of Business Ops & Chief Real Estate Development
MBelot@Bucks.com

OVERTURE CENTER FOR THE ARTS

George Austin
President – AVA Civic Enterprises
GAustin@WJFFoundation.org

UNIVERISTY SQUARE

Al Fish
Former Associate Vice Chancellor for Facilities Planning & Management – UW-Madison
AlanFish6@gmail.com

BROOKLYN PARAMOUNT

Joseph L Schaefer
Chief Operating Officer at Long Island University
Joseph.Schaefer@liu.edu

713 MUSIC HALL

Kirby Liu
Director at Lovett Commercial
KirbyL@LovettCommercial.com



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November 21, 2025



BASTILLE / THE SYLVEE / 06.01.22

SOURCES

LN EQUITY	20,509,794
HISTORIC TAX CREDITS	19,000,000
DEBT	59,264,691
TOTAL SOURCES	98,774,485

USES

HARD COSTS	65,950,000
SOFT COSTS	10,074,789
FF&E	14,020,000
CONTINGENCY	8,729,696
TOTAL USES	98,774,485



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FLUME / THE SYLVEE / 05.23.22

Successful P3 projects attract private investment and operations to public infrastructure resulting in short- and long-term public benefits. Our proposed P3 to design, construct, finance, operate and maintain the VMC do exactly this, and achieve three critical goals for Dane County: (1) recognize the value of the historic structure of the VMC, an iconic landmark in the heart of the County; (2) renovate the VMC into a world-class, state-of-the-art venue capable of hosting concerts and events drawing hundreds of thousands of patrons to the Alliant Energy Center campus each year; and (3) reset Dane County's fiscal relationship with the VMC by reversing the perennial operating loss, relieving the substantial and unbudgeted deferred capital maintenance expenses from the County's balance sheet, and providing rent and PILOT payments that create levy flexibility for elected leaders.

As detailed on the following Financial Proposal, the reversal of the perennial operating loss – budgeted for 2026 at \$715,000 – results in an immediate operating budget savings that extrapolates to a savings of \$47,503,776 over the initial term of the agreement. Furthermore, relieving the County of the VMC's significant deferred capital maintenance expenses – conservatively estimated today at \$35,000,000 – saves \$53,142,548 in debt service payments. Lastly, our proposed rent and PILOT payments generate \$8,394,513 and \$2,554,466 respectively over the proposed initial lease term.

This P3 would save Dane County from spending more than \$100,000,000 to maintain the status quo at the VMC and generates more than \$10,000,000 in new revenue, aggregating to an overall fiscal improvement for Dane County of more than \$111,000,000 during the initial lease term.

This vastly improved fiscal picture does not include the direct and ancillary social, cultural and economic impacts of our renovation and renewed operation of the VMC: breathing life back into the VMC and AEC campus; attracting millions of guests and patrons to the campus and surrounding area; and setting the stage for future successful P3 investments throughout Dane County. The generational positive impact of this partnership is, simply put, undeniable.

Our P3 terms are simple: we propose to enter a long-term lease agreement with Dane County that includes our designing, building, financing, operating and maintaining the VMC as a private partner with the County. Our proposal is self-funded, requiring no additional capital expenditure from Dane County and resulting in substantial positive short- and long-term fiscal impacts to the County. We are likely to pursue Federal and State of Wisconsin Historic Preservation Tax Credits and Federal New Market Tax Credits as part of our capital sources. In the event that we reach an executable development agreement but are unable to proceed with or complete construction due to actions by Dane County, we would require Dane County to reimburse our team for the costs incurred through the design, bidding, approval, and construction phases, as applicable.

Our attached Project Budget includes our estimated hard and soft costs of construction, FFE, and contingencies. Our attached Operational Financial Plan includes show and event metrics, revenue projections and tax projections. We do not include operating expenses, debt service or ongoing capex projections because under our self-funded proposal, Dane County will not participate in these costs.



FINANCIAL PROPOSAL

2025-RFP-056-PR

Alliant Energy Center Campus
Coliseum Renovation Project

PROPOSER NAME:

FPC Live, LLC

Please fill out all rows and columns to reflect proposed terms, including lease term, rent, taxes and surcharges. For all revenue and expenses, County and developer share must add up to 100%

#	Term			
1	Term of Operating Agreement	Thirty (30) year initial term		
2	Term Extension Options	Two (2) ten (10)-year extension terms		
3	Commencement Year	2027 (upon commencement of construction)		
#	Arena Rent	Paid by Developer		
4	Minimum Fixed Rent	N/A		
5	Base Rent	\$250,000 annually with 10% escalator every five (5) years; rent abated 100% for years one (1) through five (5)		
6	Other Rent/Payments	PILOT of \$100,000 with 2.5% escalator commencing in year eleven (11)		
#	Taxes / Surcharges	Paid by Developer		
7	Ticket Sales Tax	5.50%		
8	Ticket Surcharge	N/A		
9	Admissions Tax	N/A		
10	Parking Tax / Surcharge	N/A		
#	Revenue Sharing	County Share	Developer Share	100%
11	Direct Event Income - Net	0.00%	100.00%	100.00%
12	Concessions - Net	0.00%	100.00%	100.00%
13	Novelties - Net	0.00%	100.00%	100.00%
14	Advertising - Temporary	0.00%	100.00%	100.00%
15	Advertising - Permanent	0.00%	100.00%	100.00%
16	Naming Rights	0.00%	100.00%	100.00%
17	Parking - Net	0.00%	100.00%	100.00%
18	Luxury Suites - Tickets	0.00%	100.00%	100.00%
19	Luxury Suites - Premium	0.00%	100.00%	100.00%
20	Club Seats - Tickets	0.00%	100.00%	100.00%
21	Club Seats - Premium	0.00%	100.00%	100.00%
#	Arena Expenses	County Share	Developer Share	100%
22	Annual Operating Expenses	0.00%	100.00%	100.00%
23	Capital Repairs	0.00%	100.00%	100.00%
#	Initial Term Fiscal Benefits to County			
24	Initial Term Operating Budget Savings*	\$47,503,776		
25	Initial Term County Capex Debt Service Savings**	\$53,142,548		
26	Initial Term Rent Revenue to County	\$8,394,513		
27	Initial Term PILOT Payments	\$2,554,466		
#	Total County Benefit During Initial Term	\$111,595,302		

*2026 budgeted VMC operating loss of \$715,000 + 5% annual cost-to-continue increase

**Debt service on estimated \$35M deferred maintenance capex at 4.5% and 20 year amortization (\$35M is the anticipated MEP costs for the VMC renovation)



FINANCIAL PROPOSAL

2025-RFP-056-PR

Alliant Energy Center Campus
Coliseum Renovation Project

PROPOSER NAME:

FPC Live, LLC

Initial Term Savings to Dane County + Rent and PILOT Revenue

Year	County Operating Budget Savings*	County Capex Debt Service Savings**	Rent Revenue to County	PILOT Payment	Positive Fiscal Impact
1	715,000	2,657,127	-	-	3,372,127
2	750,750	2,657,127	-	-	3,407,877
3	788,288	2,657,127	-	-	3,445,415
4	827,702	2,657,127	-	-	3,484,829
5	869,087	2,657,127	-	-	3,526,214
6	912,541	2,657,127	275,000	-	3,844,669
7	958,168	2,657,127	275,000	-	3,890,296
8	1,006,077	2,657,127	275,000	-	3,938,204
9	1,056,381	2,657,127	275,000	-	3,988,508
10	1,109,200	2,657,127	275,000	-	4,041,327
11	1,164,660	2,657,127	302,500	100,000	4,224,287
12	1,222,893	2,657,127	302,500	102,500	4,285,020
13	1,284,037	2,657,127	302,500	105,063	4,348,727
14	1,348,239	2,657,127	302,500	107,689	4,415,556
15	1,415,651	2,657,127	302,500	110,381	4,485,660
16	1,486,434	2,657,127	332,750	113,141	4,589,452
17	1,560,755	2,657,127	332,750	115,969	4,666,602
18	1,638,793	2,657,127	332,750	118,869	4,747,539
19	1,720,733	2,657,127	332,750	121,840	4,832,450
20	1,806,769	2,657,127	332,750	124,886	4,921,533
21	1,897,108	-	366,025	128,008	2,391,141
22	1,991,963	-	366,025	131,209	2,489,197
23	2,091,561	-	366,025	134,489	2,592,075
24	2,196,139	-	366,025	137,851	2,700,016
25	2,305,946	-	366,025	141,297	2,813,269
26	2,421,244	-	402,628	144,830	2,968,701
27	2,542,306	-	402,628	148,451	3,093,384
28	2,669,421	-	402,628	152,162	3,224,211
29	2,802,892	-	402,628	155,966	3,361,486
30	2,943,037	-	402,628	159,865	3,505,529
TOTAL	47,503,776	53,142,548	8,394,513	2,554,466	111,595,302

*2026 budgeted VMC operating loss of \$715,000 + 5% annual cost-to-continue increase

**Debt service on estimated \$35M deferred maintenance capex at 4.5% and 20 year amortization (\$35M is the anticipated MEP costs for the VMC renovation)