



CITY OF COLLEGE STATION  
*Home of Texas A&M University®*

# COLLEGE STATION MULTIPURPOSE ARENA



SEPTEMBER 2025

# OUR TEAM



**BILL RHODA**

EVP, Business Development



**CHRIS NATIONS**

President  
Owner's Representation



**CHAD ESTIS**

Chief Revenue Officer



**DOUG THORNTON**

President, North American Venues



**CAMERON CURTIS**

EVP, Managing Director, Owner's Representation



**PAULA PORTZ**

COO  
Owner's Representation



**RON RACCUIA**

Senior Advisor



**KEVEN KEHLENBACH**

VP, Project Executive  
Owner's Representation



**JEFF LESSARD**

SVP,  
Strategy & Development



**BRIAN NICODEMUS,**

AIA,RID,NCARB  
Senior Project Manager,  
Design



**DANIEL ROJAS**

VP, Pre-Construction  
Owner's Representation



**ERIC HENKE, AIA**

Senior Project Manager,  
Design



# AGENDA

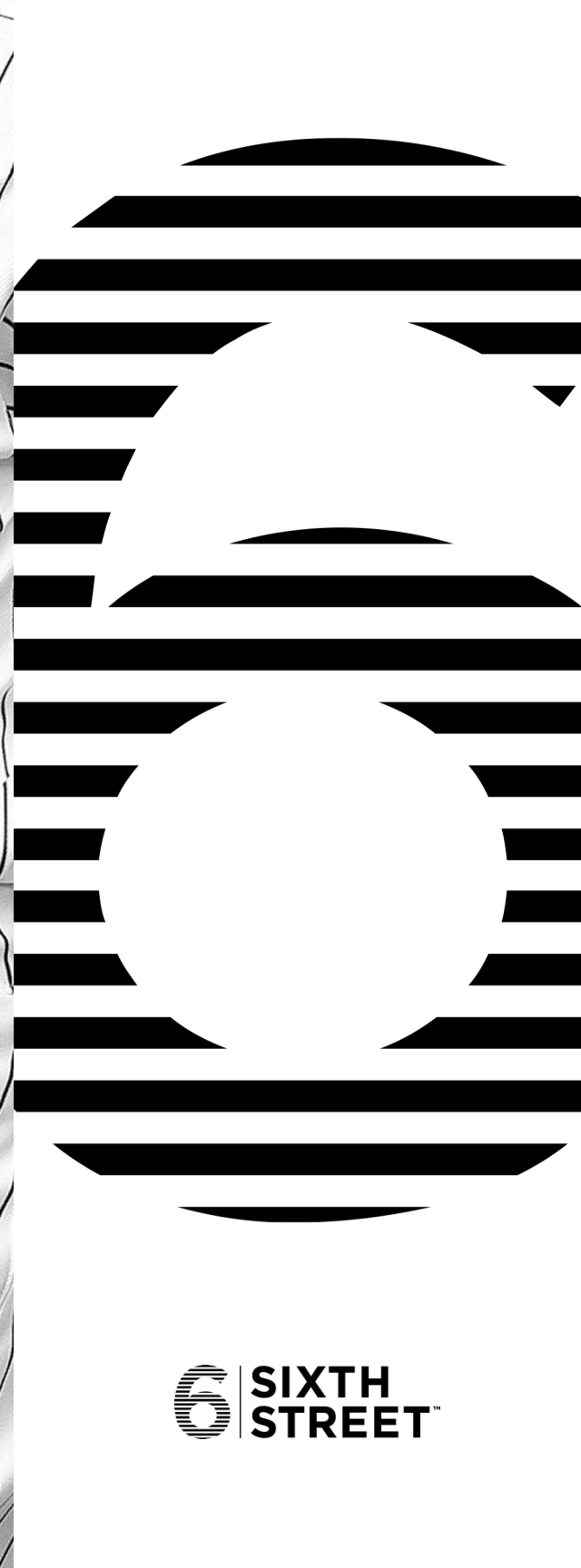
1. INTRODUCTION OF FIRM
2. PROJECT STRATEGY
3. OPPORTUNITIES & INNOVATION
4. OTHER ITEMS
5. WHY LEGENDS GLOBAL?





# TRUSTED RELIABLE LEADERS

Started by two of the most iconic brands in sports, and backed by a visionary and strategic financial leader, Legends continues to build on a foundation of trust, excellence, and delivering results.



# THE COMPLETE SOLUTION

A Global Company that can provide specialized expertise and services to cover every aspect of your business. The unrivaled benefits of tapping into the complete Legends Global solution include:

- Maximizing revenue opportunities
- Increasing money-saving efficiencies
- Connecting to a powerful network of expertise and innovation

## 01 **BUILD**

- FEASIBILITY & CONSULTING
- OWNER'S REP

## 02 **MONETIZE**

- SALES
- PARTNERSHIPS

## 03 **OPERATE**

- HOSPITALITY
- MERCHANDISE
- VENUE MANAGEMENT
- CONTENT & BOOKING

# INTEGRATED WORLDWIDE NETWORK

INTEGRATED NETWORK OF PARTNERS ACROSS 5 CONTINENTS

**NORTH AMERICA**

526 PARTNERS

**EUROPE**

65 PARTNERS

**GULF REGION**

7 PARTNERS

**ASIA PACIFIC**

29 PARTNERS

SHARING BEST  
PRACTICES AMONG  
OUR **450 MANAGED**  
VENUES WORLDWIDE





# INDUSTRY LEADER

Our venue operations include a diverse array of facilities across North America.

**7**

**NFL STADIUMS**

**86**

**CONVENTION  
CENTERS**

**112**

**ARENAS**

**60**

**AMPHITHEATERS**

## OUR SOLUTIONS

# PLANNING

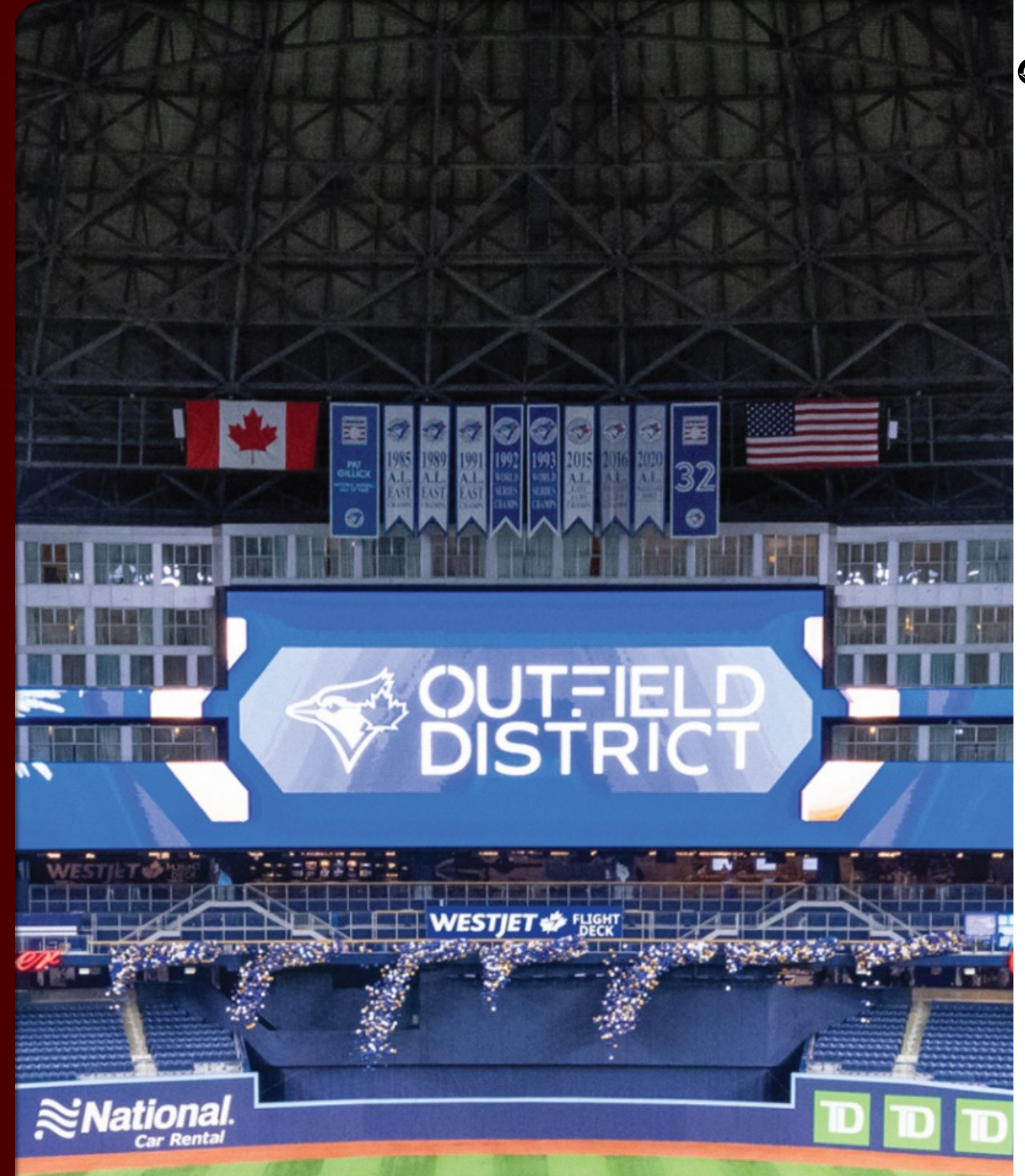
- Financial Market Analysis
- Project Development
- Enhanced Data Analysis
- Valuation



## OUR SOLUTIONS

# PROJECT DEVELOPMENT

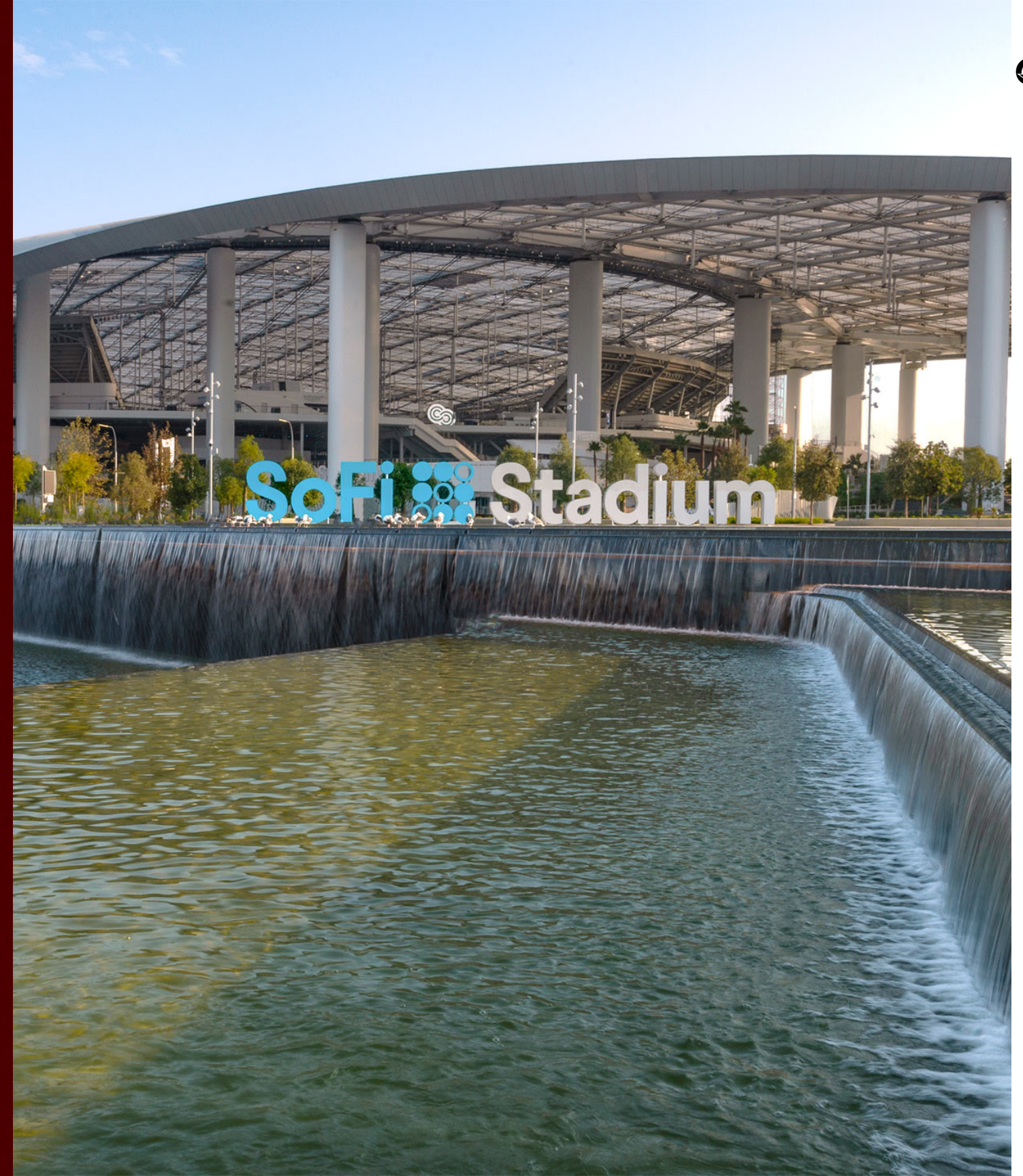
- Planning & Programming
- Design Management
- Permitting & AHJ Coordination
- Budget & Schedule Management
- Construction Oversight
- FF&E Procurement
- Financial & Accounting Management
- Operational Consulting
- Food Service Consulting
- Technology Consulting
- Mixed-Use Development Revenue Optimization



## OUR SOLUTIONS

# SALES

- Premium Sales
- Corporate Event Hospitality
- Special Events & Tours
- Primary & Secondary Ticketing Optimization
- Philanthropic Fundraising & Engagement



## OUR SOLUTIONS

# PARTNERSHIPS

- Sponsorship Valuation
- Naming Rights & Partnership Sales Execution
- Naming Rights Renewal Negotiations
- Go-To-Market Narrative
- Jersey & Patch Sales Execution



## OUR SOLUTIONS

# HOSPITALITY

- Concessions
- Suites
- Restaurants
- Membership Clubs
- Food Halls
- Design
- Signature Chef Concepts
- Art & Science of Cuisine (ASOC)



## OUR SOLUTIONS

# VENUE MANAGEMENT

- Operations & Security
- Marketing & Tech
- Food & Beverage
- Sustainability
- Revenue Generation
- Live Content
- DEI & Human Resources
- Finance





# OUR COMMITMENT

- Deliver Project On Time & On Budget
- Maximize Guest Experience & Long-Term Revenue Streams
- Collaborate & Coordinate with Internal Stakeholders (Hospitality, Merchandise, Sponsorships, and Venue Ops)
- Optimize Operational Efficiencies
- Build A Collaborative Design & Construction Team
- Tailored Services Based on Owner Needs





**State Farm** ARENA



**STATE FARM ARENA**  
Atlanta Hawks | Atlanta, GA



fiserv forum



**FISERV FORUM**  
Milwaukee Bucks | Milwaukee, WI



KIA CENTER



**KIA CENTER**  
Orlando Magic | Orlando, FL



BARCLAYS CENTER



**BARCLAYS CENTER**  
Brooklyn Nets | Brooklyn, NY



**MIDWAY RISING**  
San Diego, CA

# EXPERIENCE THAT MATTERS ON DAY ONE

TRUSTED PARTNERS IN SHAPING THE MOST ICONIC VENUES



INTUIT DOME



**INTUIT DOME**  
LA Clippers | Los Angeles, CA



SoFi Stadium



**SOFI STADIUM**  
Los Angeles Chargers/Rams | Inglewood, CA



HIGHMARK STADIUM



Buffalo Bills | Buffalo, NY



BALL ARENA



Denver Nuggets | Denver, CO

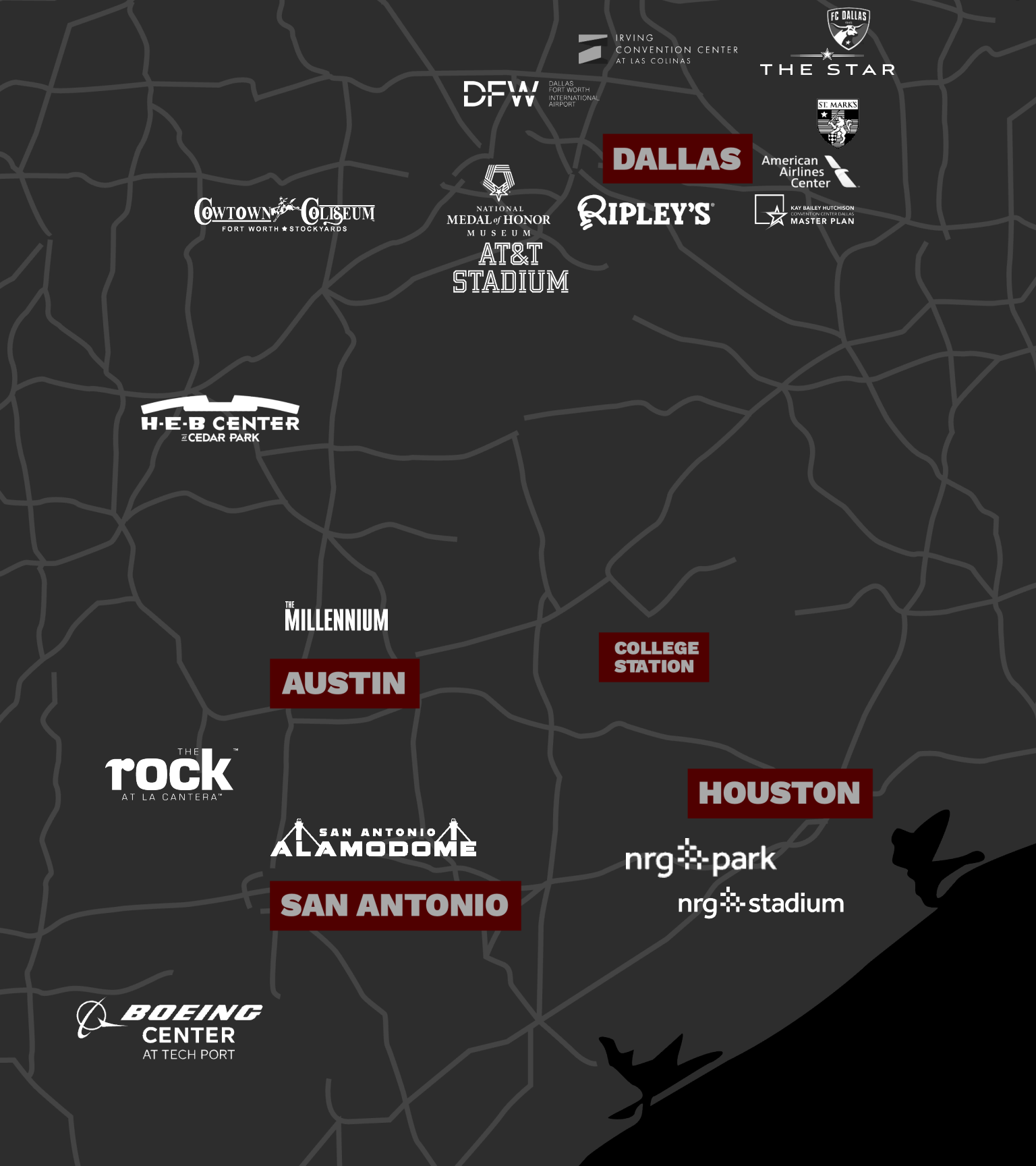


GAYLORD FAMILY - OKLAHOMA MEMORIAL STADIUM



University of Oklahoma | Norman, OH





**WE KNOW**  
**TEXAS**  
**[ 37 VENUES IN STATE ]**

CASE STUDY

# MIDWAY RISING

SAN DIEGO, CALIFORNIA



**CLIENT**

City of San Diego, California

**PROJECT SCHEDULE**

Start Date – January 2022  
Completion Date – April 2028

**FIRM RESPONSIBILITY**

Owner’s Representative / Arena  
Operations

**PROJECT PERSONNEL**

Shelby Jordan II, Mark Prows

**PROJECT BUDGET**

CONFIDENTIAL

**PROJECT SIZE**

48.5 Acres



CASE STUDY

# OU ARENA

NORMAN, OKLAHOMA



## CLIENT

University of Oklahoma

## PROJECT BUDGET

\$250 Million

## PROJECT SCHEDULE

Start Date – October 2022

Construction Start – December 2024

Opening Date – November 2027

## PROJECT SIZE

17,000 seats

## FIRM RESPONSIBILITY

Strategic Advisory / Financial Partner / Project Development Management / Market Research & Viability Assessment / Stakeholder Engagement & Project Approval Coordination

## PROJECT PERSONNEL

Bill Rhoda, Michael Delano Jr, Adam Kerns, Brian Cohn, Fabio VazdeMelo Braz



THE LEGENDS DIFFERENCE

# PROJECT EXECUTION



THE LEGENDS DIFFERENCE

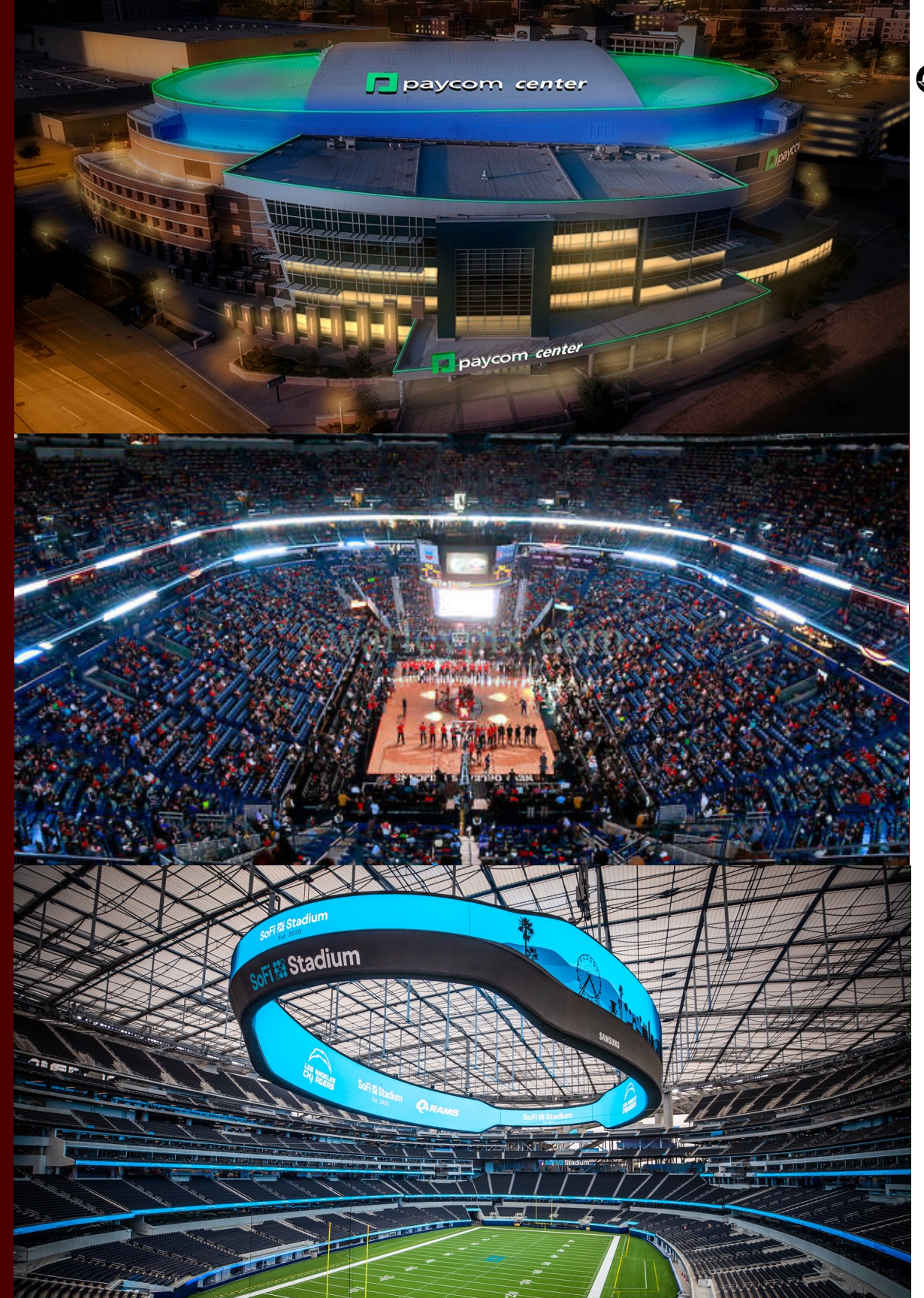
# OPERATIONS REVIEW

## FACILITY PROGRAM & DESIGN REVIEW

- Participation in design charrettes and work sessions during all phases of the design process.
- Provide insights that will help avoid costly mistakes.
- Perform operational benchmarking analysis
- Assist with value engineering to achieve budget alignment without compromising quality of programming.
- Identify operational concerns, or conflicts of functionality

## GUIDING PRINCIPLES

- Maximize Operational Efficiency
- Fan Amenities & Customer Journey
- Multi-functional Utilization
- Ensure Revenue Generation
- Reduce Opex & Capex Obligations



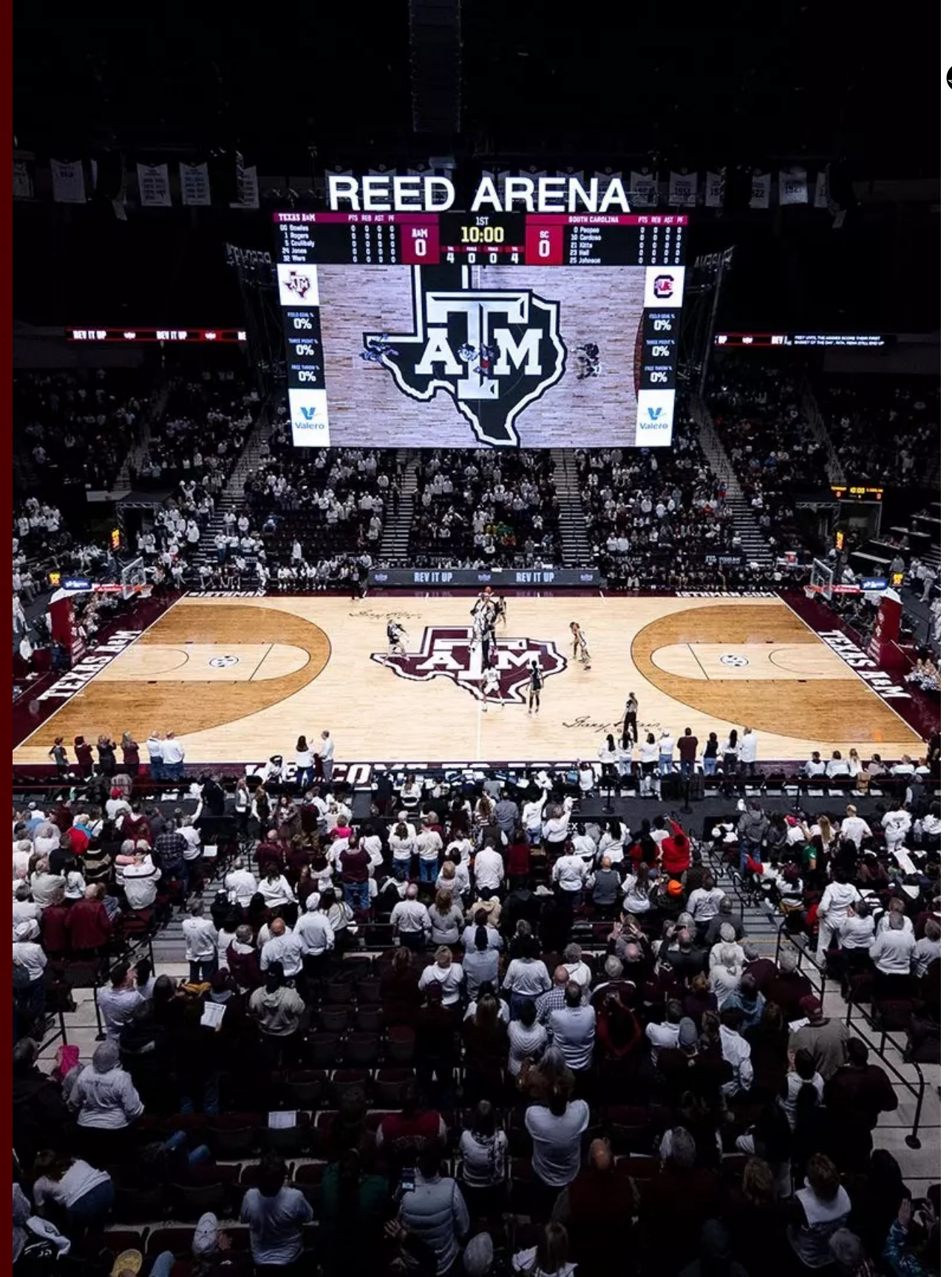


# PROJECT STRATEGY

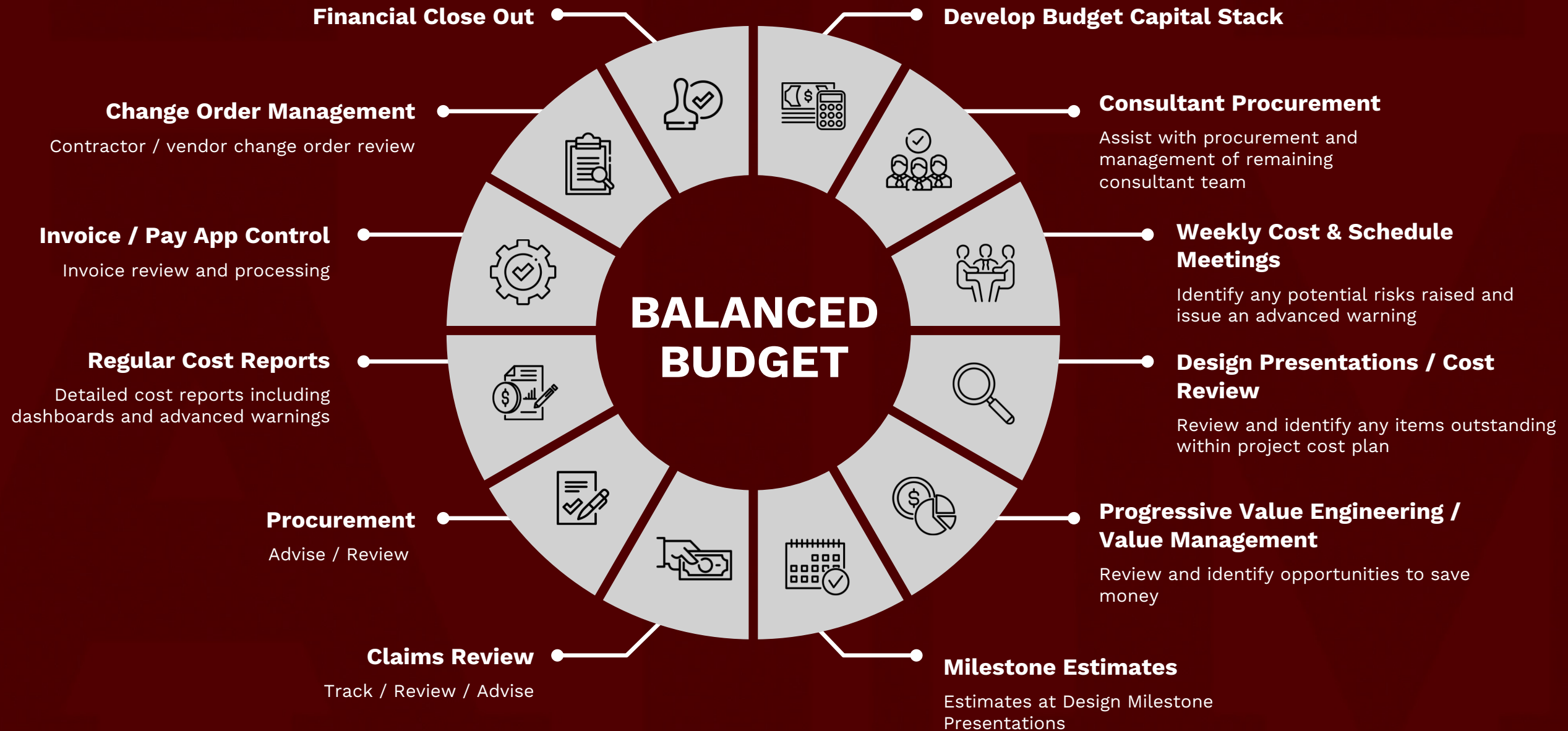
# PROJECT GOVERNANCE

## BEST PRACTICES BASED ON OUR EXPERIENCE

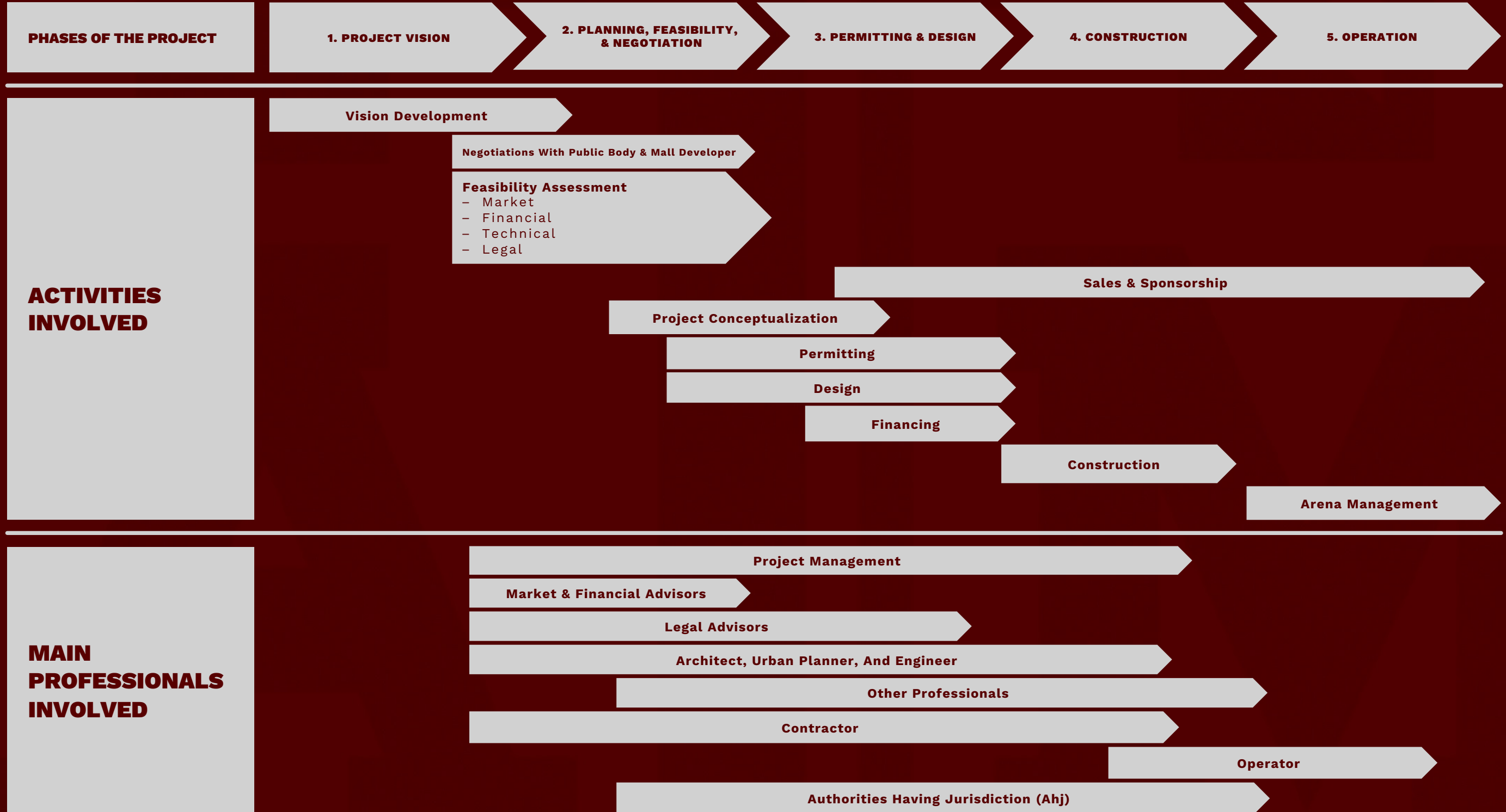
- Form a Project Control Group (Project Team)
- Establish clear structure, project roles, delegations of authority levels, and decision-making
- Project Team principals to appoint a single point of contact to represent their organization
- Adopt regular cadence of weekly meetings
- Adopt specific ‘turnaround’ policy for approvals (i.e., performance pledge)
- Establish responsibility matrix to clearly define roles
- Understand all underlying agreements governing the project



# PROJECT BUDGET MANAGEMENT



# KEY PHASES, MILESTONES, TIMINGS & PRIMARY PROFESSIONALS INVOLVED IN THE DEVELOPMENT PROCESS



# POTENTIAL PROJECT RISK



**Site Selection**



**Managing Scope**



**Market Impacts**



# DASHBOARD KPI'S

## KEY PERFORMANCE INDICATORS (KPIs):

- Budget Management (including contingency)
- Decision/Change Management (Salesforce data)
- VE Management  
(including projected vs. actual savings)
- Change Order Status
- RFI Status
- Submittal Status
- Billing Status
- Partnership/Sales Status





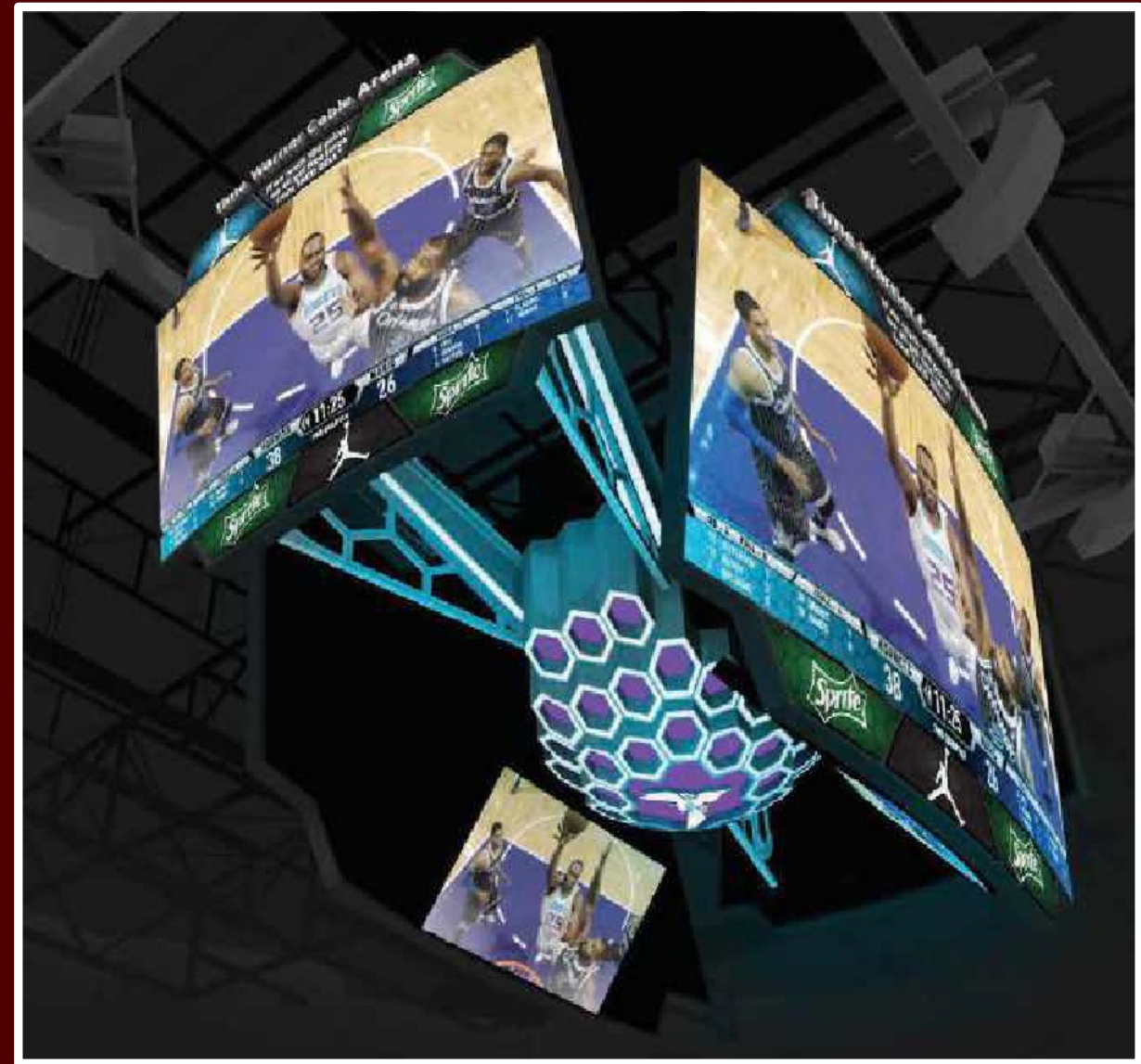
# OPPORTUNITIES & INNOVATION

OPPORTUNITIES & INNOVATION

# EVERY STEP OF THE FAN EXPERIENCE



# SPONSORSHIP PLATFORMS



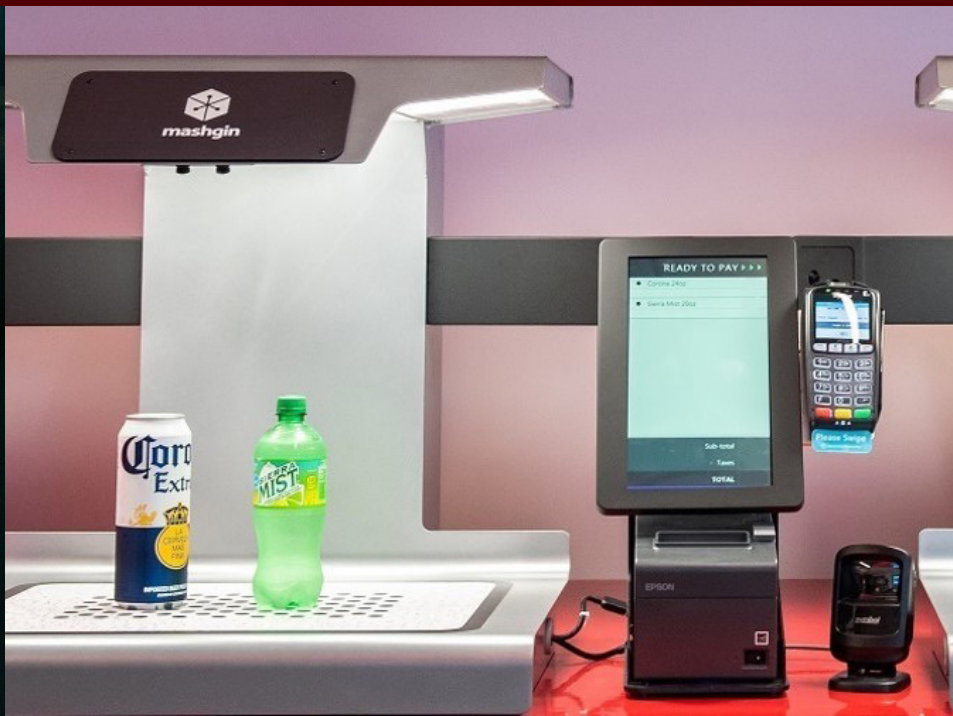


# PREMIUM OFFERINGS





# NEXT-GEN ARENA TECH STACK





# OTHER ITEMS



# MIXED-USE DEVELOPMENT





# LESSONS LEARNED, PROVEN TAKEAWAYS

## LESSONS LEARNED FROM OTHER MAJOR SPORTS FACILITY PROJECTS

- Establish a project governance structure early
- Engage contractor early – having construction manager (CMaR) input on pricing, materials, schedule, constructability, and means & methods is critical to finalizing budget and setting up the project for success
- Finalize development agreement early and finalize financing, understanding any funding, reporting, and mitigation requirements necessary to include in architect or CMaR agreements and budgeting exercises. Completing later can impact budget and schedule
- Determine priorities, goals, and program early, i.e. sustainability and technology goals
- Engage concessionaire early in project to determine approach, equipment, and technology required
- Engage sales & sponsorship early to finalize sales program and naming rights / founding partner activations, eliminating change orders and redesign later
- Conduct peer reviews of design with other building operators and the League



# WHY LEGENDS GLOBAL?



**Seamless  
Transition**



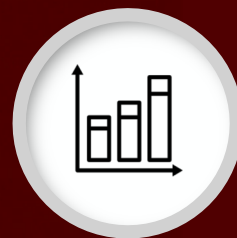
**Continuity  
of Staff**



**Texas-Based  
Team**



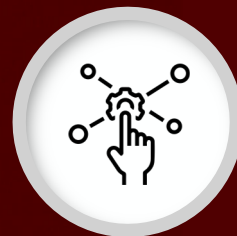
**Relevant  
Experience**



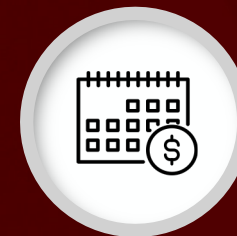
**No Learning  
Curve**



**Aligned with  
Guiding Principles**



**Hit the Ground  
Running**



**Subject Matter  
Experts**





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FROM ALL OF US AT LEGENDS GLOBAL

**THANK YOU**

