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1.0 Market Analysis

The purpose of this section is to identify the two or three collegiate institutions whose market areas are most comparable to the Laramie marketplace from the six identified by the Athletic Department. An important component in assessing the capacity for premium seating is the demographic, socioeconomic and corporate profile of the local market as compared with other similar collegiate markets. The strength of a market to support premium seating is measured, in large part, by the size of the regional market area served by the stadium and by the demographic and corporate characteristics of that regional marketing area. The identification process is based on the convergence of a number of market and competitive characteristics, including but not limited to: (1) overall population; (2) age characteristics; (3) educational characteristics; (4) income characteristics; and (5) the depth of the corporate base.

1.1 Overall Population

Because most major college football programs appeal to a regional audience, we analyzed marketing regions in a 100-mile radius around each university. One hundred miles is a safe distance to assume that fans will travel for a college football game. For instance, Wyoming alumni and fans that live in Cheyenne could easily drive to Laramie for a home football game.

The market analysis starts in Exhibit 1-1 below by examining the overall populations of the marketing regions for the seven (7) institutions (including Wyoming) identified below. It should be noted that the Laramie population is on the lower end of the range for population.

Exhibit 1-1: Population of Collegiate Markets

School	Market	2007 Estimated Population	Index
Colorado State University	Fort Collins, CO	3,438,390	331
Oregon State University	Corvallis, OR	3,248,547	313
Marshall University	Huntington, WV	2,467,309	238
University of Nevada, Reno	Reno, NV	1,727,638	166
University of New Mexico	Albuquerque, NM	1,107,798	107
University of Wyoming	Laramie, WY	1,038,300	100
Washington State University	Pullman, WA	966,860	93

Source: Claritas

- 1) Measured in 100-mile radius from campus
- 2) Ranked by 2007 Estimated population
- 3) Index: Laramie, WY area = 100 (i.e. Albuquerque, NM area population is 7% greater than Laramie, WY area.)
- 4) It should be noted that there is some overlap of the Fort Collins and Laramie markets

1.2 Age Characteristics

Exhibit 1-2 shows population distributions among various age groups for Wyoming’s marketing region and the six comparable markets. Over 46 percent of Wyoming’s population falls into the critical 25-54 year old age group and Wyoming exceeds the 16-market composite for this key range. All markets shown are within five percent (higher or lower) of Wyoming and the composite. It is worth noting that the percentage of people in Wyoming’s region under 25 is 38 percent, a positive sign for the program’s potential to cultivate young fans.

Exhibit 1-2: Age Distribution

School	Market	Age Distribution				Index (25-54)
		<25	25-54	55-64	65+	
Colorado State University	Fort Collins, CO	36%	48%	8%	9%	105
University of Wyoming	Laramie, WY	38%	46%	8%	9%	100
Oregon State University	Corvallis, OR	35%	45%	8%	12%	99
University of New Mexico	Albuquerque, NM	36%	44%	9%	11%	97
University of Nevada, Reno	Reno, NV	33%	44%	10%	13%	96
Marshall University	Huntington, WV	33%	43%	10%	14%	94
Washington State University	Pullman, WA	37%	41%	9%	13%	91
Market Composite (excluding Laramie, WY area)		35%	44%	9%	12%	97

Source: Claritas

- 1) Measured in 100-mile radius from campus
- 2) Ranked by density of people aged 25-54 based on 2000 Census
- 3) Index: Laramie, WY area = 100 (i.e. Fort Collins, CO area has 5% higher density population aged 25-54 than Laramie, WY area.)

In collegiate sports, 25-54 year olds tend to more actively support teams, attend sports events, purchase tickets, and spend a higher percentage of their disposable income. Wyoming’s solid showing in this age demographic may lend support to

the proposition that the market can likely support new seating options at War Memorial Stadium.

1.3 Educational Characteristics

Exhibit 1-3 shows the percentage of the population 25 and over who have earned at least a bachelor’s degree in each of the six markets. The educational attainment factor is pertinent for an analysis of this type because people who have at least a bachelor’s degree are generally more likely than those who do not to support and follow collegiate sports.

Exhibit 1-3: Percentage of Population age 25+ with a Bachelor’s Degree or Higher

School	Market	Percentage age 25+ with at least a Bachelor's Degree	Index
University of Wyoming	Laramie, WY	37.71%	100
Colorado State University	Fort Collins, CO	35.38%	94
University of New Mexico	Albuquerque, NM	28.54%	76
Oregon State University	Corvallis, OR	26.66%	71
University of Nevada, Reno	Reno, NV	23.70%	63
Washington State University	Pullman, WA	22.49%	60
Marshall University	Huntington, WV	12.32%	33
Market Composite (excluding Laramie, WY area)		24.85%	66
Source: Claritas			
1) Measured in 100-mile radius from campus			
2) Index: Laramie, WY area = 100 (i.e. Fort Collins, CO area has 6% lower density of population with at least a bachelor's degree.)			

Exhibit 1-3 shows that the Wyoming marketing region has the highest percentage of college educated people (37.71 percent) of the other six markets. It should be noted that since our 2003 report, the percentage of the population 25+ with at least a bachelor’s degree has increased from 27% to 35.38% and from 22% to 28.5% for Colorado State and the University of New Mexico, respectively. Both universities are members of the Mountain West Conference.

1.4 Income Characteristics

This section contains three exhibits pertaining to income characteristics of the six markets that are vitally important to the overall analysis. Exhibit 1-4 shows the median household incomes for Wyoming and the six comparable markets. The

Laramie area ranks towards the top end of the range with a median household income of \$47,655. The University of Wyoming’s market median household income is 9% greater than composite average of all six markets contained in the Exhibit 1-4.

Exhibit 1-4: Median Household Income

School	Market	Median HH Income	Index
Colorado State University	Fort Collins, CO	\$50,410	106
University of Wyoming	Laramie, WY	\$47,655	100
University of Nevada, Reno	Reno, NV	\$47,086	99
Oregon State University	Corvallis, NM	\$44,052	92
University of New Mexico	Albuquerque, NM	\$38,690	81
Washington State University	Pullman, WA	\$35,984	76
Marshall University	Huntington, WV	\$29,258	61
Market Composite (excluding Laramie, WY area)		\$43,244	91
Source: Claritas			
1) Measured in 100-mile radius from campus			
2) Ranked by density of \$100,000 households			
3) Index: Laramie, WY area = 100 (i.e. Fort Collins, CO area has median household income 6% higher than Laramie, WY area.)			

Exhibit 1-5 illustrates the mean (average) household income for Wyoming and the other collegiate markets. The Laramie area’s mean household income is \$60,820, ranked behind the markets of two other schools, including Mountain West Conference member Colorado State. The Laramie area’s mean household income is 13 percent greater than the market composite.

Exhibit 1-5: Mean Household Income

School	Market	Mean HH Income	Index
Colorado State University	Fort Collins, CO	\$64,770	106
University of Nevada, Reno	Reno, NV	\$61,246	101
University of Wyoming	Laramie, WY	\$60,820	100
Oregon State University	Corvallis, OR	\$55,426	91
University of New Mexico	Albuquerque, NM	\$50,572	83
Washington State University	Pullman, WA	\$45,539	75
Marshall University	Huntington, WV	\$39,059	64
Market Composite (excluding Laramie, WY area)		\$55,511	87
Source: Claritas			
1) Measured in 100-mile radius from campus			
2) Ranked by mean household income			
3) Index: Laramie, WY area = 100 (i.e. Fort Collins, CO area has mean household income 6% higher than Laramie, WY area.)			

As shown below in Exhibit 1-6, the University of Wyoming area ranks highly compared to the other six comparable markets on the percentage of high-income households in its market. Of the households in Wyoming’s marketing region, 14 percent have incomes of higher than \$100,000 and 47 percent have incomes higher than \$50,000. When looking at households with incomes of at least \$100,000, there is a large range between the highest-ranked market (Fort Collins, CO) and the lowest-ranked market (Huntington, WV). The Laramie area, however, sits behind only Fort Collins, CO and exceeds the market composite by 37 percent.

Exhibit 1-6: Percentage of High Income Households

School	Market	HH Income Distribution		
		\$50K+	\$100K+	Index
Colorado State University	Fort Collins, CO	50%	16%	111
University of Wyoming	Laramie, WY	47%	14%	100
University of Nevada, Reno	Reno, NV	47%	14%	98
Oregon State Iniversity	Corvallis, OR	43%	11%	78
University of New Mexico	Albuquerque, NM	37%	10%	69
Washington State University	Pullman, WA	33%	7%	47
Marshall University	Huntington, WV	26%	5%	33
Market Composite (excluding Laramie, WY area)		42%	12%	73
Source: Claritas 1) Measured in 100-mile radius from campus 2) Ranked by density of \$100,000 households 3) Index: Laramie, WY area = 100 (i.e. Fort Collins, CO area is 11% more dense with high income households than Laramie, WY area.)				

1.5 Depth of Corporate Base

The depth of a market’s corporate base is a critical indicator – often THE most critical indicator - of the ability of a sports property to sell premium seating and suites. Exhibit 1-7 shows the raw number of businesses in each of the six comparable markets employing at least 25 people locally and with at least \$5 million in annual sales. While these figures are not available in 100-mile radii from the campuses, the consulting team included markets as Metropolitan Statistical Areas (MSA) where available as well as including any other MSAs within an approximate 100-mile radius of the campus. This is done because athletic

departments often draw from the larger surrounding area when searching for businesses to buy sponsorships and purchase premium seating.

Exhibit 1-7: Business with 25+ Employees and \$5+ million in Annual Sales

School	Market	# of Businesses	Index
Colorado State University	Fort Collins- Loveland, CO	2,831	980
University of Nevada, Reno	Reno, NV MSA	1,350	467
University of New Mexico	Albuquerque, NM MSA; Santa Fe, NM MSA	472	163
Washington State University	Whitman County (Pullman), WA; Spokane, WA MSA	297	103
University of Wyoming	Albany County (Laramie), WY; Cheyenne, WY MSA	289	100
Marshall University	Huntington-Ashland, WV-KY-Oh MSA; Charleston, WV MSA	279	97
Oregon State University	Corvallis, OR; Eugene-Springfield, OR	242	84
Market Composite (excluding Laramie, WY area)		912	316
Source: Dun and Bradstreet			
1) Measured by MSA except where noted.			
2) Ranked by number of businesses with 25+ employees on site and at least \$5 million in annual sales			
3) Index: Albany County (Laramie), WY; Cheyenne, WY MSA; (University of Wyoming)= 100 (i.e. Albuquerque, NM (Univ. of NM) has 63% more businesses with 25+ employees and \$5 million in annual sales.)			

Exhibit 1-7 demonstrates Colorado State University and the University of Nevada, Reno are in markets that are materially different than Wyoming’s market in regard to corporate depth. The most similar Mountain West Conference market based on corporate depth is Albuquerque (University of New Mexico) with 63 percent more companies with 25+ employees on site and at least \$5 million in annual sales. Overall, the Laramie marketing region is 262 percent shy of the market composite average. The large markets that surround the schools at the top of this list skew this market composite. It should be noted that when Colorado State and Nevada are excluded from the composite, the average number of business decreases to 323 businesses with a composite index of 112, which is more in line with the Laramie market.

1.6 Master Composite Index – Market Factors

In order to standardize all of the market factors analyzed in this Section 1.0 so that they can be compared and contrasted across all criteria, the indexed data from each of the seven criteria discussed above can now be rolled-up into a master composite index shown in Exhibit 1-8 on the following page. The master composite index

allows for the computation of a mean for each school that can then be set against Wyoming, which serves as the benchmark at 100. Because corporate depth is critical to a market's ability to support premium seating and suites, the consulting team has accorded double weight to the corporate depth factor.

Overall, Wyoming's combined index is 55 percent less than the six-market composite index. It should be noted that Wyoming's rankings relative to these other collegiate markets were primarily influenced by outliers in population and corporate depth (accorded double weight).

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Exhibit 1-8: Master Composite Index – Market Factors

Division I Institution	Population	Age Distribution	Percent with Bachelors Degree	Median Household Income	Mean Household Income	High Income Households	Bus w/ 25+ Emp and \$5M+ in Sales	Combined Index (Business weighted twice)
Colorado State University	331	105	94	106	106	111	980	352
University of Nevada, Reno	166	96	63	99	101	98	467	195
Oregon State University	313	99	71	92	91	78	84	114
University of New Mexico	107	97	76	81	83	69	163	105
University of Wyoming	100	100	100	100	100	100	100	100
Marshall University	238	94	33	61	64	33	97	89
Washington State University	93	91	60	76	75	47	103	81
Composite (excluding Wyoming)	208	97	66	86	87	73	316	156

Source: Claritas and Dun & Bradstreet
 1) Index: University of Wyoming = 100 (i.e. The University of New Mexico's combined data across all categories is 5% more than the University of Wyoming's.)

2.0 Potential Demand Analysis

The objective of this section is to estimate gross revenues generated at each of the comparable institutions in several areas, including revenue from the ticket price component of all seats and also any “premium” revenue component and/or any athletic donation/fundraising component connected with any premium seat. The gross revenues at the six comparable institutions will then be averaged, analyzed, and calibrated to provide an estimated gross revenue range to be considered by Wyoming for its premium seat program. It is this range, in the absence of primary in-market data collection, which can provide an estimate of what the Wyoming market can bear. The analysis in this section is focused on dollars – not inventory of seats or units of premium seating.¹ Once marketplace revenue can be estimated, then, there are a variety of configurations that can be considered in the ensuing analysis to “allocate” such revenue base between different premium seating products like regular seating, suites and other premium seating.

The methodology in this report makes and relies upon the following four key assumptions: (1) the Wyoming marketplace behaves like the six comparable markets identified in this report; (2) Wyoming applies highly skilled marketing and management to the process of designing, building, marketing, selling and servicing the proposed premium seats; (3) there is no material change in the state of the Wyoming football program or the University of Wyoming at large after the date of this report; and (4) there is no change in the local, regional or national economy after the date of this report.

¹ Other feasibility studies have focused on “inventory” – the number of seats, suites and/or club seats found in comparable markets and the price ranges in those comparable markets. We find this approach can be misleading because it fails to fully consider the close interrelationship between inventory and price. This consulting team starts instead with the gross revenue generated in the comparable markets, and then backs into the various possible allocations and configurations (between additional regular seats, suites, club seats and perhaps other premium seating products) that are possible. The key for the proposed Wyoming expansion is to gain a full understanding of what premium seat dollars the market can bear by looking at what these comparable markets currently bear.

2.1 University of Nevada

The University of Nevada is located in Reno, Nevada, 32 miles from Nevada’s capital city, Carson City, and 60 miles from South Lake Tahoe, CA. Nevada joined the Western Athletic Conference on July 1, 2000 after previously being a member of the Big West Conference. Mackay Stadium opened in 1967 and plays host to the Wolf Pack football team. Several expansions have brought Mackay Stadium from its original capacity of 7,500 in 1967 to 31,545 today.

Exhibit 2-1 below breaks down the market factors between Nevada and Wyoming. The combined index score in Exhibit 2-1 will be used later in this section to calibrate the revenue data from Nevada and apply it to Wyoming, i.e., with both schools indexing approximately the same, Wyoming should be able to achieve revenues similar to those being achieved by Nevada.

Exhibit 2-1: Nevada vs. Wyoming At-A-Glance

	Nevada	Wyoming	Index
Market Factors			
Population	1,727,638	1,038,300	166
Age Distribution	44%	46%	96
Percent with Bachelors Degree or Higher	24%	38%	63
Mean Household Income	\$61,246	\$60,820	101
Median Household Income	\$47,086	\$47,655	99
High Income Households	14%	14%	98
Corporate Depth (\$5M in sales/25 or more ee's)	1,350	289	467
Combined Index			156

With the renovations on Mackay Stadium, Nevada now has a total of 63 luxury suites, with most of them as part of a skybox complex on the west side of the stadium. The amenities vary depending on the price of the suites, but patrons can build out suites to their specifications and can arrange for catering and refreshments to be provided. Lease prices vary depending on the length of the lease and size of the box. There are 43 boxes at \$4,500 annually, nine boxes at \$7,500 annually, 10 boxes at \$20,000 annually, and one box at \$25,000 annually. In addition to the

suite price, patrons must also buy season tickets at \$115 per person. Suites range in capacity from 10 to 40 spectators. Nevada officials estimate that half the suites are held by businesses and half by individual donors. Nevada does not have any other premium seating. Exhibit 2-2 illustrates Nevada’s gross revenue from tickets, suites, and annual giving.

Exhibit 2-2: Analysis of Nevada Revenues

Ticket Revenue:					
	Average Ticket Price	Total Capacity	Average Attendance¹	Percent Capacity	Revenue
	\$21.50	31,545	16,728	53.0%	\$2,157,912
Club Seat Revenue:					
	Inventory	Sold	Price	Terms	
	0	-	-	-	\$0
Suite Revenue:					
	Inventory	Sold	Average Price	Terms	
	62	62	\$15,000	varies	\$1,044,080
Annual Athletic Giving:					\$2,000,000
Total Gross Revenue from Tickets, Premium Seats and Athletic Giving					\$5,201,992
Average per Game (6 games)					\$866,999

¹ 2006 NCAA Football Attendance Report

The University of Nevada draws its fans primarily from an approximate 100-mile radius from Reno. Officials estimate that most of Nevada’s 50,000 living alumni live within this marketing area. Nevada’s \$2,000,000 in annual athletic gifts is generated each year.

Athletic officials do not believe that they have any competitive threats for their premium products. There are no major or minor league teams within their marketing area. It is worth noting, however, that Reno is home to several large casinos that could be looked at as competition for the entertainment dollar of the casual fan.

2.2 Marshall University

High profile football players (Randy Moss, Chad Pennington, and Byron Leftwich, among others) have brought a lot of attention to Huntington, West Virginia, home of Marshall University. Since 2003, Marshall has been a member of Conference USA, having been a Mid-American Conference member starting in 1997. Marshall plays its home games in the Joan C. Edwards Stadium, the first facility to be named for in Division 1-A. Originally built to hold 30,000 spectators, the stadium was expanded in 2000 and now seats 38,019.

Exhibit 2-3 below is a comparison of the market factors between Marshall and Wyoming. The combined index score in Exhibit 2-4 will be used later in this section to calibrate the revenue data from Marshall and apply it to Wyoming, i.e., with a 3 percent weaker profile than Wyoming, the analysis will calibrate Marshall’s revenues to Wyoming by increasing them 3 percent.

Exhibit 2-3: Marshall vs. Wyoming At-A-Glance

	Marshall	Wyoming	Index
Market Factors			
Population	2,467,309	1,038,300	238
Age Distribution	43%	46%	94
Percent with Bachelors Degree or Higher	3267%	38%	94
Mean Household Income	\$39,059	60,820	64
Median Household Income	\$29,258	47,655	61
High Income Households	5%	14%	33
Corporate Depth (\$5M in sales/25 or more ee's)	279	289	97
Combined Index			97

Marshall has a priority seating area consisting of 4,332 chair back seats whose occupants have access to the Big Green Room, a private room that is restricted to members of the Marshall booster club but has no view of the stadium directly. The price of these includes a season ticket price plus an annual license fee and an annual donation of at least \$300.

In addition to the priority seats, Marshall also offers 20 luxury suites at an average price of \$33,000. Amenities in the luxury suites include cable TVs, game programs, air conditioning, and kitchen with bar and refrigerator. Of the 10 suites on the top level of the press box, eight of them can seat 24 patrons and include six parking passes. The other two suites on the top level seat 12 spectators and include four parking passes. The remaining 10 suites are located on another level of the press box and also include four parking passes and 12 tickets. The priority seats and the luxury suites are sold on an annual basis. Exhibit 2-4 details Marshall’s gross revenue per game from tickets and annual giving.

Exhibit 2-4: Analysis of Marshall Revenues

Ticket Revenue:					
Average Ticket Price	Total Capacity	Average Attendance¹		Percent Capacity	Revenue
\$25	38,016	22,231		58.5%	\$3,334,650
Priority Seating Revenue:					
Inventory	Sold	Price*	Annual Donation	Terms	
4,332	3,800	\$285	\$300	Annual	\$1,083,000
*\$185 season ticket cost plus \$100 license					
Suite Revenue:					
Inventory	Sold	Average Price		Terms	
20	20	\$33,000		Annual	\$660,000
Annual Athletic Giving:					\$2,000,000
Total Gross Revenue from Tickets, Premium Seats and Athletic Giving					\$7,077,650
Average per Game (6 games)					\$1,179,608

¹ 2006 NCAA Football Attendance Report

Marshall markets itself to West Virginia and the rest of the tri-state area, which includes southeast Ohio and eastern Kentucky. There are approximately 81,700² living Marshall alumni with approximately 45,000³ of those living in the states of West Virginia, Ohio, and Kentucky.

Within the marketing region, there are no major league facilities. However, two hours away in Lexington, Kentucky, the Class-A minor league baseball Lexington

² Marshall University Alumni Association Website- Who We Are [http://www.marshall.edu/alumni/who.asp]

³ Ibid.

Legends play in Applebee’s Park (opened in 2001), which has three types of club seats and luxury suites. Of the total of 834 club seats, 334 are Super Club Seats (\$1,097 per season), 448 are Club Seats (\$931 per season), and 52 Diamond Club Seats (\$1,400). The Super Club Seats are located on the lower level of the stadium directly behind home plate, have wider seats than the non-premium seats, waitress service, and access to the Maker’s Mark Club. The Club Seats have the same amenities as the Super Club Seats except that they are located on the second level of the stadium directly behind home plate. The Diamond Club Seats have the same amenities as the Super Club Seats but are located in the first rows of the Super Club Seat section of the stadium directly behind home plate. Luxury suites at Applebee’s Park include 10 tickets, wet bar, private bathrooms, and first right of refusal for other events at the park. The 25 luxury suites sell for approximately \$30,000 annually, with a three-year contract.

The West Virginia Power are a Class-A minor league baseball team that is located about an hour away in Charleston. The Power offer luxury suites at an annual suite price will be \$25,000 with a five-year contract.

Exhibit 2-5: Potential Market Competition

Lexington Legends Club Seats		
Inventory	Price	Revenue
448	\$931	\$417,088
Lexington Legends Super Club Seats		
Inventory	Price	Revenue
334	\$1,097	\$366,398
Lexington Legends Diamond Club Seats		
Inventory	Price	Revenue
52	\$1,400	\$72,800
Lexington Legends Suites		
Inventory	Price	Revenue
26	\$30,000	\$780,000
West Virginia Power Suites		
Inventory	Est. Price	Revenue
15	\$25,000	\$375,000
TOTAL VALUE		\$2,011,286

Note: Season price for 1 year contract

2.3 University of New Mexico

University Stadium serves as the home to fellow Mountain West Conference member New Mexico. The 37,370-seat stadium was expanded prior to the 2001 season. Exhibit 2-6 breaks down the market factors analyzed in the previous section between New Mexico and Wyoming.

Exhibit 2-6: New Mexico vs. Wyoming At-A-Glance

	New Mexico	Wyoming	Index
Market Factors			
Population	1,107,798	1,038,300	107
Age Distribution	44%	46%	97
Percent with Bachelors Degree or Higher	29%	38%	76
Mean Household Income	\$50,572	60,820	83
Median Household Income	\$38,690	47,655	81
High Income Households	10%	14%	69
Corporate Depth (\$5M in sales/25 or more ee's)	472	289	163
Combined Index			97

Exhibit 2-7 below shows the annual revenue New Mexico generates through football ticket sales, club seat sales, and suite sales. New Mexico offers 500 club seats at an annual price of \$290 plus an annual donation of \$500. Additionally, New Mexico has nine luxury suites that New Mexico officials estimate at \$5,000 per season. Because suite sales are integrated into sponsorship deals with the athletic department sponsors, the price of a suite alone varies. The luxury suites are currently sold out and have five-year leases.

Exhibit 2-7: Analysis of New Mexico Revenues

Ticket Revenue:						
Average Ticket Price		Total Capacity	Average Attendance¹	Percent Capacity		Revenue
\$17		37,370	28,133	75.3%		\$3,347,827
Club Seat Revenue:						
	Inventory	Number Sold	Price	Annual Donation	Lease Term	
Club Seats	500	500	\$385	\$500	annual	\$192,500
Suite Revenue:						
	Inventory	Number Sold	Estimated Price		Lease Term	
Suites	9	9	\$5,000		5	\$45,000
Annual Athletic Giving:						\$2,100,000
Total Gross Revenue from Tickets, Premium Seats and Athletic Giving						\$5,685,327
Average per Game (7 games)						\$812,190

¹ 2006 NCAA Football Attendance Report

New Mexico perceives the Albuquerque area to be its marketing area. According to the University of New Mexico Alumni Association website, there are approximately 120,000 alumni with about half living within the state.

The Albuquerque Isotopes would be considered competitors for premium seating within the market. Isotopes Park features 647 club seats and 30 luxury suites. Exhibit 2-8 below details the competitive premium seating inventory in the Albuquerque market.

Exhibit 2-8: Potential Market Competition

Albuquerque Isotopes Club Seats		
Inventory	Price	Revenue
647	\$1,300	\$841,100
Albuquerque Isotopes Suites		
Inventory	Price	Revenue
30	\$37,500	\$1,125,000
TOTAL VALUE		\$1,966,100

2.4 Oregon State University

Oregon State University is a member of the Pacific 10 (“Pac-10”) Conference and plays its home games Reser Stadium, originally built in 1953 and was recently renovated in 2005 at a cost of \$80 million. Reser Stadium seats approximately 46,000 fans. Exhibit 2-9 breaks down the market factors between Oregon State and Wyoming.

Exhibit 2-9: Oregon State vs. Wyoming At-A-Glance

	Oregon St.	Wyoming	Index
Market Factors			
Population	3,248,547	1,038,300	313
Age Distribution	45%	46%	99
Percent with Bachelors Degree or Higher	27%	38%	71
Mean Household Income	\$55,426	60,820	91
Median Household Income	\$44,052	47,655	92
High Income Households	11%	14%	78
Corporate Depth (\$5M in sales/25 or more ee's)	242	289	84
Combined Index			118

Exhibit 2-10 below shows the annual revenue Oregon State generates through football ticket sales, club seat sales, and suite sales. The Beavers’ average general ticket price is \$25. While Oregon State does not offer any club seating products, they do offer 22 suites at two price points: \$25,000 and \$30,000. Oregon State officials say that they are currently sold out of luxury suites and estimate that businesses or corporations lease a majority of these suites. Some of the suites are leased on a multi-year basis and some are leased on an annual basis.

Exhibit 2-7: Analysis of Oregon State Revenues

Ticket Revenue:	Average Ticket Price	Total Capacity	Average Attendance¹	Percent Capacity		Revenue
	\$36.00	46,000	38,130	82.9%		\$9,608,760
Club Seat Revenue:	Inventory	Sold	Price	Annual Donation	Terms	
	3,300	2,700	\$205	\$1,650	annual	\$553,500
Suite Revenue:	Inventory	Sold	Price		Terms	
	18	18	\$40,000		annual	\$720,000
Annual Athletic Giving:						\$11,000,000
Total Gross Revenue from Tickets, Premium Seats and Athletic Giving						\$21,882,260
Average per Game (7 games)						\$3,126,037

¹ 2006 NCAA Football Attendance Report

Beaver officials say that the majority of alumni reside in Portland, Oregon. Officials estimate there are 190,000 Oregon State alumni and between 142,000 and 152,000 of them live within the Beavers’ marketing area. The Beavers attract over \$11 million in annual athletic giving which, according to the Oregon State officials, places it near the top in Pac-10.

2.5 Washington State University

The Washington State University Cougars are also members of the Pac-10 Conference, joining the conference in 1962. Washington State is located in Pullman, on the eastern edge of the state of Washington. Pullman is less than 10 miles from the Idaho border and the University of Idaho.

Washington State started a significant four phase renovation project starting in December 2006. Phase I and II are focused on the construction of restroom facilities and concessions in two areas (north and south sides) of the stadium. In addition, a new ticket office will also be constructed. Funding for Phase I and II is provided through a \$5 facility fee on each ticket and a student fee. Phase II which

entailed the construction of restrooms and concessions on the north side of the stadium (the student section) was completed in September 2007.

Phase III of the renovations will focus on the construction of luxury suites, loge boxes and club seats (approximately 2,220 seats) in the north stands. Phase IV focuses on additional seating (approximately 5,550 seats) atop the east stands. Phase III and IV funding will come from donations and revenue from suite leases and premium seating.

Exhibit 2-9: Washington State vs. Wyoming At-A-Glance

	Washington St.	Wyoming	Index
Market Factors			
Population	966,860	1,038,300	93
Age Distribution	41%	46%	91
Percent with Bachelors Degree or Higher	22%	38%	60
Mean Household Income	\$45,539	60,820	75
Median Household Income	\$35,984	47,655	76
High Income Households	7%	14%	47
Corporate Depth (\$5M in sales/25 or more ee's)	297	289	103
Combined Index			78

The combined index above will be used later in this section to calibrate the revenue data from Washington State and apply it to Wyoming, i.e., with a 22 percent weaker profile than Wyoming, the analysis will calibrate Washington State’s revenues to Wyoming by increasing them 22 percent.

As shown in Exhibit 2-10, Washington State averaged 34,627 fans per game in 2006, which represented over 98 percent capacity in Martin Stadium. The average ticket price throughout the stadium is \$40. Washington State does not have a large inventory of premium seating, but their revenue is higher because of the higher

average attendance numbers than many of the schools we are examining in this study. There are 44 premium seats available in the press box and all are sold out for the upcoming year. Each seat requires a \$3,100 donation annually as well as a season ticket that costs \$200. The newly constructed luxury suites are sold on an annual basis at \$25,000 and are also rented for the upcoming year. This cost includes 12 season tickets, so the remaining amount is considered to be part of the annual donation.

Exhibit 2-10: Analysis of Washington State Revenues

Ticket Revenue:	Average Ticket Price	Total Capacity	Average Attendance¹	Percent Capacity		Revenue
	\$40	35,143	34,627	98.5%		\$9,695,560
Club Seat Revenue:	Inventory	Sold	Price	Annual Donation	Terms	
	44	44	\$200	\$3,100	annual	\$8,800
Suite Revenue:	Inventory	Sold	Price	Annual Donati	Terms	
	6	6	\$25,000	\$22,600	annual	\$150,000
Annual Athletic Giving:						\$6,100,000
Total Gross Revenue from Tickets, Premium Seats and Athletic Giving						\$15,954,360
Average per Game (7 games)						\$2,279,194

¹ 2006 NCAA Football Attendance Report

According to Washington State officials, most Cougar fans come from the eastern half of the state of Washington and northern Idaho. There are an estimated 26,000 Washington State alumni that live in this area out of 140,000 living alumni. Washington State athletics attract approximately \$6,100,000 in annual giving from an active donor base of 6,400.

Because of their remote location in eastern Washington, Cougar officials do not feel any competition for premium seat sales. There are several minor league venues within Washington State’s marketing region that have premium seating. Sixty miles away in Spokane, the Spokane Arena has some premium seating inventory. The Spokane Arena hosts Gonzaga University basketball, Western

Hockey League Spokane Chiefs, and concerts. The short season Class-A minor league baseball Spokane Indians play at Avista Stadium, which has 21 luxury suites for sale on a season basis. The Tri-Cities Coliseum offers luxury suites as well. The Tri-Cities Coliseum is located in Kennewick, Washington, about 150 miles from Pullman. The Tri-Cities Coliseum hosts the Tri-City Americans of the Western Hockey League.

Exhibit 2-11: Washington State Potential Competition

Spokane Arena Luxury Suites		
Inventory	Price	Revenue
16	\$26,833	\$429,328
Spokane Arena Club Seating		
Inventory	Price	Revenue
146	\$3,025	\$441,650
Spokane Indians Luxury Suites		
Inventory	Price	Revenue
21	\$35,000	\$735,000
Toyota Coliseum Luxury Suites		
Inventory	Price	Revenue
11	\$24,000	\$264,000
TOTAL VALUE		\$1,869,978

2.6 Colorado State University

Colorado State University is a member of the Mountain West Conference and plays its home games in Sonny Lubick Field at Hughes Stadium. Originally built in the 1968, the stadium was expanded by 4,400 seats and 12 new luxury boxes were added in 2004. Total capacity at the stadium is now approximately 34, 400. Exhibit 2-12 breaks down the market factors between Colorado State and Wyoming. It should be noted that that 100 mile radius of Colorado State University and Wyoming University overlap.

Exhibit 2-12: Colorado State vs. Wyoming At-A-Glance

	Colorado St.	Wyoming	Index
Market Factors			
Population	3,438,390	1,038,300	331
Age Distribution	48%	46%	105
Percent with Bachelors Degree or Higher	35%	38%	94
Mean Household Income	\$64,770	60,820	106
Median Household Income	\$50,410	47,655	106
High Income Households	16%	14%	111
Corporate Depth (\$5M in sales/25 or more ee's)	2,831	289	980
Combined Index			262

Exhibit 2-13 below shows the annual revenue Colorado State generates through the football ticket sales, club seat revenues and suite sales. The average ticket price is about \$30. Club seats cost approximately \$225 per ticket plus a minimum \$2,000 annual donation. Suites cost \$25,000 and are leased on an annual basis.

Exhibit 2-13: Analysis of Colorado State Revenues

Ticket Revenue:						
Average	Total	Average	Percent			
Ticket Price	Capacity	Attendance¹	Capacity			Revenue
\$30.00	34,000	23,733	69.8%			\$4,983,930
Club Seat Revenue:	Inventory	Sold	Price	Annual	Donation *	Terms
	450	450	\$225	\$2,000		annual
						\$101,250
Suite Revenue:	Inventory	Sold	Price		Terms	
	12	12	\$25,000		annual	\$300,000
Annual Athletic Giving:						\$1,500,000
Total Gross Revenue from Tickets, Premium Seats and Athletic Giving						\$6,885,180
Average per Game (5 games)						\$983,597

¹ 2006 NCAA Football Attendance Report

It is estimated that there are about 150,000 alumni who donate about \$1.5 million, the lowest amount in our study.

2.7 Summary and Analysis of Comparables

Exhibit 2-14 on the following page carries forward and summarizes the revenues being generated by the six comparable institutions/markets. Then Exhibit 2-14 uses the combined institutional and markets indexes to calibrate each comparable to Wyoming.

It is necessary to note here that the composite is skewed by the inclusion of both Washington State and Oregon State (as requested by the client). Both of these schools, while comparable on the market factors, ranked significantly higher than Wyoming on the institutional factors. These schools raise the composite much higher than it would be if schools that were closer on both the market and institutional factors were included instead.

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Exhibit 2-14: Market Demand Analysis

	Nevada	Marshall	New Mexico	Washington St.	Colorado St	Oregon St	Composite	Wyoming
Ticket Revenue	\$2,157,912	\$3,334,650	\$3,347,827	\$9,695,560	\$4,983,930	\$9,608,760	\$5,521,440	\$3,210,312
Club Seat Revenue	\$0	\$1,083,000	\$192,500	\$8,800	\$101,250	\$553,500	\$323,175	\$0
Suite Revenue	\$1,044,080	\$660,000	\$45,000	\$150,000	\$300,000	\$720,000	\$486,513	\$0
Annual Athletic Giving	\$2,000,000	\$2,000,000	\$2,100,000	\$6,100,000	\$1,500,000	\$11,000,000	\$4,116,667	\$1,600,000
Total Actual	\$5,201,992	\$7,077,650	\$5,685,327	\$15,954,360	\$6,885,180	\$21,882,260	\$10,447,795	\$4,810,312
Calibration Factor to Wyoming	156	97	97	78	262	118	134	100
Calibration to Wyoming	\$3,341,361	\$7,284,504	\$5,890,868	\$20,543,573	\$2,629,829	\$18,517,685	\$9,701,303	\$4,810,312
Index Above (Below) Composite	34	75	61	212	27	191	100	50

Conclusion. Based on the secondary research performed, the consulting team concludes that Wyoming's revenues from tickets, premium seating, and suites could potentially fall within the range between the \$5.9 million generated at New Mexico and the \$7.3 million generated at Marshall from tickets sales, club seat sales, suite sales and annual athletic giving. The most realistic estimate is in the \$6.6 million, which is the average of the range. Please note that the methodology makes and relies upon the following four important assumptions: (1) the Wyoming marketplace behaves like the six comparable markets identified in this report; (2) Wyoming applies highly skilled marketing and management to the process of designing, building, marketing, selling and servicing the proposed premium seats; (3) there is no material change in the state of the Wyoming football program or the University of Wyoming at large after the date of this report; and (4) there is no change in the local, regional or national economy after the date of this report.

2.8 Analysis of Inventory Configurations

Now that the market demand has been analyzed from a revenue perspective, these revenue estimates can be converted into a number of possible inventory configurations at War Memorial Stadium. Exhibit 2-15 below compares Wyoming to the six-market composite average. Again, it is necessary to note here that the composite is skewed by the inclusion of both Washington State and Oregon State (as requested by the client). Both schools generate significantly higher ticket revenues and raise significantly higher athletic department donations.

Exhibit 2-15: Comparison of Wyoming vs. the Composite Average

	Composite	Wyoming	Index to Composite
Ticket Revenue	\$5,521,440	\$3,210,312	58
Club Seat Revenue	\$323,175	\$0	n/a
Suite Revenue	\$486,513	\$0	n/a
Annual Athletic Giving	\$4,116,667	\$1,600,000	39
Total Actual	\$10,447,795	\$4,810,312	46
Calibration Factor to Wyoming	134	100	74
Calibration to Wyoming	\$9,701,303	\$4,810,312	50
Index Above (Below) Composite	100	50	50

Exhibit 2-15 above, combined with the information in section 2.6, indicates that Wyoming can potentially be in a position to improve its current revenue from tickets, club seats, suites and annual athletic giving to approximately 6.6 million.

On the following page, the consulting team presents four scenarios: (1) a \$6.6 million conservative scenario using the composite mean for the number of premium seats; (2) a \$9.0 million aggressive scenario using the composite mean for the number of premium seats; (3) a \$6.6 million conservative scenario assuming 300 premium seats as mentioned by the Athletic Department; and, (4) a \$6.6 million conservative scenario assuming the same 300 premium seats. In developing the four scenarios, the consulting team assumed that the Wyoming market will be able to achieve price levels and suite inventory at least at mean of the composite. The static assumptions used are as follows:

Category	Composite Averages
General Ticket Price	\$ 28.25
Premium Seat Price	\$ 215.00
Attendance	20,000
Premium Seat Inventory	475
Suite Inventory	15

Further, the consulting team assumed these price and inventory levels would remain constant while total annual donation levels for premium seating would be dynamic in order to achieve increased revenue figures. As the consulting team does not recommend increases in inventory levels given the market factors discussed in previous sections, the price levels could be changed in order add the most incremental revenue. Fan tolerance for prices increases will be further discussed in the Primary Research section.

Incremental revenue in Scenario A is derived from the construction of premium seating (\$102,125 in ticket revenue) and suites (\$375,000 in new revenue). In addition, the purchase of premium seating would require an annual donation of over \$2,300 resulting in an increase to annual athletic donation of over \$1.0 million. As a result, Wyoming would see overall athletic giving increase from \$1.6 million to \$2.7 million. All scenarios assume that there is no cannibalization of athletic giving.

Scenario A - Conservative					
	Number of Games = 6	Key Price Terms			
		Sold	Annual	Price	Donations
Ticket Prices					Revenue
General Seating		20,000	N/A	\$ 28.25	\$3,390,000
Club Seats					
Premium Chair Back Seating		475		\$ 215.00	\$ 2,385.00
Suites					
Suites		15		\$ 25,000.00	\$375,000
Annual Athletic Giving					\$2,732,875
TOTAL					\$6,600,000

In Scenario B, all factors remain constant except for the annual donation for premium seating which increases to over \$8,900. This results in approximately \$4.2 million incremental increase in athletic giving to a total amount of \$5.8 million.

Scenario B - Aggressive					
Number of Games =		6	Key Price Terms		
		Sold	Annual	Price	Donations
					Revenue
Ticket Prices					
General Seating		20,000	N/A	\$ 28.25	\$3,390,000
Club Seats					
Premium Chair Back Seating		475		\$ 215.00	\$ 8,914.06
Suites					
Suites		15		\$ 25,000.00	\$375,000
Annual Athletic Giving					\$5,834,178
	TOTAL				\$9,701,303

In Scenarios C & D, we have changed the premium seat inventory to 300 seats based on discussion with the Athletic Department. In Scenario C, using a conservative revenue goal of \$6.6 million, the annual donation for premium seating would increase to over \$3,900. This results in approximately \$1.1 million incremental increase in athletic giving to a total amount of \$2.7 million.

Scenario C - Conservative (300 premium seats)					
Number of Games =		6	Key Price Terms		
		Sold	Annual	Price	Donations
					Revenue
Ticket Prices					
General Seating		20,000	N/A	\$ 28.25	\$3,390,000
Club Seats					
Premium Chair Back Seating		300		\$ 215.00	\$ 3,901.67
Suites					
Suites		15		\$ 25,000.00	\$375,000
Annual Athletic Giving					\$2,770,500
	TOTAL				\$6,600,000

In Scenario D, we show the all factors remain constant as in Scenario C except for the annual donation for premium seating which increases to over \$14,000. This results in approximately \$4.2 million incremental increase in athletic giving to a total amount of \$5.8 million.

Scenario D - Aggressive					
Number of Games =		6	Key Price Terms		
		Sold	Annual	Price	Donations
					Revenue
Ticket Prices					
General Seating		20,000	N/A	\$ 28.25	\$3,390,000
Club Seats					
Premium Chair Back Seating		300		\$ 215.00	\$ 14,239.00
Suites					
Suites		15		\$ 25,000.00	\$375,000
Annual Athletic Giving					\$5,871,803
	TOTAL				\$9,701,303

These scenarios represent only a sampling of the various combinations of inventory and pricing levels. The key finding is that this analysis supports the finding that the Wyoming market should be able to bear at least \$6.6 million in revenue from tickets, premium seats, suites and annual athletic giving.