

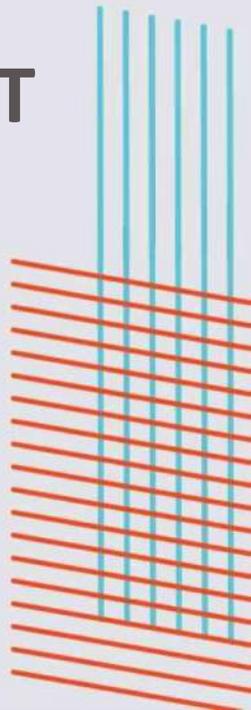


FACILITY CONDITION ASSESSMENT

GREATER COLUMBUS CONVENTION CENTER
400 NORTH HIGH STREET, COLUMBUS, OHIO
AMERICAN STRUCTUREPOINT PROJECT No. 202401263
JUNE 20, 2025



AMERICAN
STRUCTUREPOINT
INC.



EXECUTIVE SUMMARY

OVERVIEW

American Structurepoint was retained by the Franklin County Convention Facilities Authority (FCCFA) to conduct a Facility Condition Assessment (FCA) and provide a comprehensive report for the Greater Columbus Convention Center (GCCC) located at 400 North High Street in Columbus, Ohio. The purpose of this assessment is to evaluate the condition and operations of the existing facility and provide recommendations for improvements to respond to emerging technologies and industry trends, or where changes may be made to improve guest experience, operational efficiency, and to ensure the continued success and growth of the convention business within the Greater Columbus community.

SCOPE OF WORK

This assessment and findings are based upon a review of obtained building documents, interviews of key facility personnel and staff, along with multiple site visits to conduct walk-through surveys of the property. Any review of documents obtained is for the sole purpose of executing the agreed scope of work. Any evaluation or review of building design, plan specifications, or adequacy of systems is considered outside the scope of this assessment. The walk-through surveys are intended to identify and describe the building and property systems in order to assess the overall condition of the property, identify physical deficiencies, and establish remaining useful life and associated capital costs.

This assessment is limited to components that are readily visible and not obstructed by equipment, storage, finishes, etc. This assessment included a visual evaluation of the site components, structural framing systems, and the architectural components; as well as a visual evaluation of each facility's mechanical, electrical, plumbing, conveying equipment, life safety systems and other building systems. Benchmarking the GCCC operations and functional spaces against peer facilities was conducted to identify potential GCCC upgrades and improvements.

An assessment of the current food and beverage operations of the Facility was included in this assessment. The food and beverage operational review included an evaluation of current facility and equipment conditions, review of cleaning and pest control programs, review of preventative maintenance programs, review of concession stand and bar operations, cooking and preparation equipment, and wall and floor finishes within all kitchen spaces. The assessment also included opportunity concepts for the GCCC to generate additional revenue and to integrate new or emerging technologies and other industry trends into food and beverage operations.

This assessment included a review of the parking garage operations for all six associated parking garages. A review of the Accredited Parking Organization (APO) matrix, outlined designated criteria, organization's prospective accreditation level along with providing a list of documentation and activities to be developed to meet the accreditation requirements as follows were conducted. This assessment also included a general review of license plate recognition (LPR) technologies to assist the GCCC.

The collective summary of key assessment findings and results from this assessment, along with building documents provided and research performed on the building systems and components, were used to generate both the general analysis of the physical condition of existing building systems, a review of the facility's operations, and generate a 20-year forecast of capital needs. Individual building system data is provided and includes a narrative description of the major building systems and components that were included in this assessment.

The results of our assessment are presented in the following report. This report is not technically exhaustive but can be considered a comprehensive overview of the property. The entire report must be considered in order to rely on the findings contained therein. Otherwise, sampling information in the report may be inadvertently taken out of context. The dollar amounts presented in this report are provided in current (2025) dollar values.

FACILITY EVALUATION

The Greater Columbus Convention Center was constructed in 1980 and occupied the area now commonly referred to as the South Convention Center. In 1993 the North Convention Center was constructed along with the North/South Connector (Connector). The North Convention Center was later expanded twice, in 2002 and again in 2017. The convention center also includes four parking garage structures; three above ground and one below; and two surface parking areas. The boundary of the convention center and surrounding features can be found in Figure 2 of [APPENDIX C](#) included with this report.

This assessment included multiple site visits that consisted of interviews with key stakeholders and personnel, an evaluation of existing facility systems, review of current facility operations, and discussions of desired outcomes for the facility going forward.

The interviews aimed to gather insights on identified system deficiencies, asset performance, maintenance priorities, functionality of space, and growth demands. The qualitative data collected was systematically recorded and analyzed, revealing common themes and unique facility-specific concerns. These insights were instrumental in shaping the recommendations and prioritizations outlined in this report.

The facility systems evaluated in this assessment include architectural components, building and parking structures, roof systems, food and beverage equipment, parking systems, and major building systems to include vertical transportation systems, mechanical systems, electrical systems and fire protection systems. Additionally, the electronic technology systems within the convention center were also included in the assessment. These systems were evaluated to determine deferred maintenance, establish remaining useful life, and to identify any visual deficiencies.

Operations within the facility were also included in our evaluation and focused on the kitchen and catering operations, parking garage operations, electronic system operations as well as overall facility usage and operations. The observed processes and discussions with key personnel allowed the assessment team to determine potential concepts that could improve the building operations.

For a detailed discussion of the condition of the facility, see the [FACILITY EVALUATION](#) section of this report.

[BENCHMARKING FACILITY](#)

In order to better understand the national landscape of comparable and aspirational convention centers, learn from those which have been recently renovated or expanded, and identify areas in which the GCCC can improve to stay competitive, six facilities were selected to profile and benchmark against the GCCC. The selected facilities are:

- Charlotte Convention Center – Charlotte, NC
- Colorado Convention Center – Denver, CO
- Indiana Convention Center – Indianapolis, IN
- Kentucky International Convention Center – Louisville, KY
- Music City Center – Nashville, TN
- Baird Center – Milwaukee, WI

This section of the report benchmarks the GCCC against its competitive set relative to the market, destination, facilities, and operations. This subsection will evaluate key metrics to assess how the GCCC competes with peer and aspirational venues. By identifying strengths, areas for improvement, and industry best practices, this analysis will provide strategic insights for enhancing the competitiveness of the GCCC in the meeting and events industry.

In terms of market and destination appeal, Columbus benefits from its location within the Arena District and Short North Arts District, offering attendees an increasingly lively urban environment. The recent renovations have enhanced the GCCC's ability to attract diverse events. However, cities like Nashville and Denver, with their larger facilities and strong tourism appeal, may have a competitive edge in attracting major conventions. Overall, while the GCCC's expansion has bolstered its capabilities, the competitive landscape of convention centers is continually evolving, with many cities investing heavily in their facilities to attract large-scale events. Many expansion projects have allowed competitive convention facilities to host more than one large-scale event at a time and have overlapping load in and load out periods to maximize the utility of the building. For Columbus to not only maintain its ranking amongst the benchmarking set, but to also rise to the top of its competitors and upgrade to the next tier of convention destination, the FCCFA will need to continually reinvest into its facilities through upgrades, improvements, and future expansion projects.

See [APPENDIX J](#) for a detailed analysis of the benchmarking facilities.

[DATA ANALYSIS](#)

The data collected during the facility evaluation along with a review of publicly available and client provided documents were analyzed to identify opportunities for building operational improvements and to create a 20-year capital needs forecast. The following reflects our analysis of the data collected during the evaluation.

See the [DATA ANALYSIS](#) section of this report for a detailed analysis of the current and forecasted needs of the facility.

[FACILITY OPERATIONS](#)

After reviewing the facility's current operations, interviews with key convention center leadership, and conducting a review of similar convention centers, several concepts were considered in order to assist the GCCC in improving operational processes.

The Greater Columbus Convention Center (GCCC) is widely regarded by industry leaders as the premier Tier-2 city convention center, offering a Tier-1 experience at a Tier-2 price. The FCCFA envisions elevating the GCCC to Tier-1 status within the timeline of this capital plan. Over the next decade, the GCCC aims to attract larger, high-profile events, thereby expanding its market reach and impact. The focus will be on prioritizing quality over quantity in event programming, emphasizing larger, high-impact events while strategically scheduling smaller ones. To achieve this, the GCCC must address several challenges common to large-scale convention centers. Based on the Assessment Team's evaluation of the facility and results of the interviews performed the following areas were evaluated to identify areas for potential improvements within the GCCC:

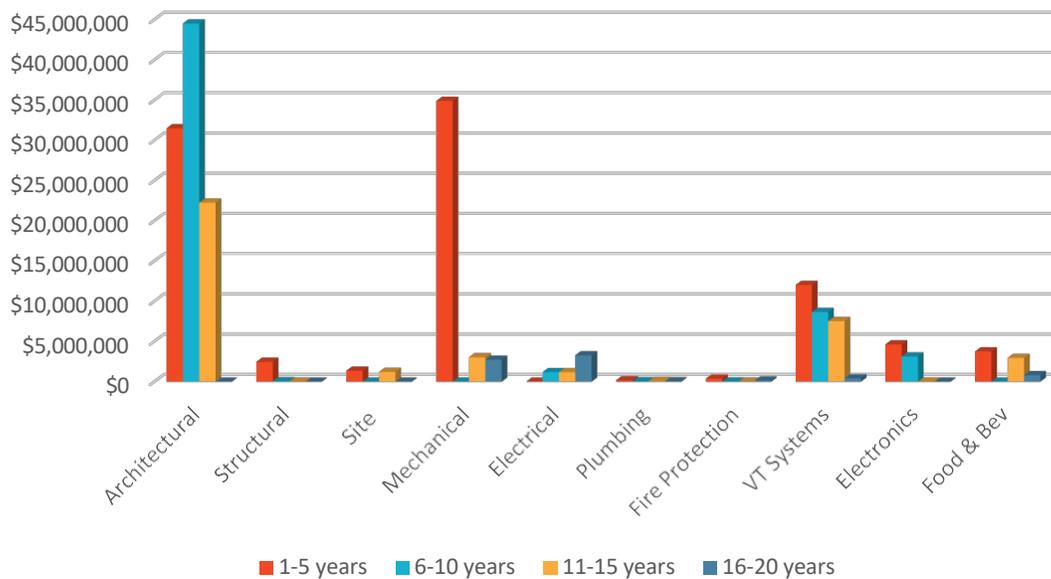
- Exhibit Hall Expansion – Multipurpose Space
- Material Transport and Loading Dock 1
- Kitchen and Catering Operations
- Restaurant and Café Operations
- North/South Connector Space
- Security Improvements
- Assorted Spaces

The results and findings of these areas for potential improvements were combined and listed in the [CONCLUSIONS](#) section of the report as Considerations for Further Evaluation. The [FACILITY OPERATIONS](#) section of this report contains a detailed analysis of potential future improvements.

CAPITAL AND FORCASTED NEEDS

The Assessment Team compiled identified deferred maintenance items, observed deficiencies, and anticipated capital needs for each of the systems and building components included in this assessment. This information was then projected out over the study term after referencing industry-accepted average effective useful life data. The following table displays the anticipated capital expenditures by system type and time horizon. For a more detailed discussion see the [CAPITAL NEEDS REVIEW](#) section of this report.

System/Component	2025-2030 (1-5 years)	2031-2035 (6-10 years)	2036-2040 (11-15 years)	2041-2045 (16-20 years)	20-Year Total Capital Needs
Architectural Systems	\$31,489,900	\$44,509,000	\$22,249,200	\$ -	\$98,248,100
Building & Parking Structures	\$2,465,700	\$48,500	\$ -	\$ -	\$2,514,200
Site Components	\$1,359,600	\$ -	\$1,208,100	\$ -	\$2,567,700
Mechanical Systems	\$34,895,500	\$ -	\$3,030,000	\$2,727,000	\$40,652,500
Electrical Systems	\$2,100	\$1,186,400	\$1,183,900	\$3,273,600	\$5,646,000
Plumbing Systems	\$176,300	\$39,500	\$71,000	\$48,700	\$335,500
Fire Protection Systems	\$383,800	\$16,200	\$ -	\$141,400	\$541,400
Vertical Transportation	\$12,018,500	\$8,662,500	\$7,525,100	\$418,300	\$28,624,400
Electronic Systems	\$4,625,800	\$3,120,900	\$ -	\$ -	\$7,746,700
Food & Beverage Systems	\$3,763,700	\$ -	\$2,949,800	\$813,900	\$7,527,400
Total	\$91,180,900	\$57,583,000	\$38,217,100	\$7,422,900	\$194,403,900



FACILITY CONDITION INDEX

A facility condition index (FCI) was prepared for the Greater Columbus Convention Center and provides a benchmark used to compare the facility. The FCI is a widely used measurement that compares and prioritizes buildings of differing costs, sizes, or types by showing the relative physical condition of the facilities. The FCI, generally presented as a percentage, measures the estimated cost of the identified current period needs to include identified deficiencies, deferred maintenance, and life cycle costs. This information is then compared to the estimated current replacement value (CRV) of the facility. The higher the FCI, the poorer the relative condition of the facility as shown in the following table:

FCI % Range	Criteria
< 5%	Facility is in good condition, minimal capital funding needed
5% to 10%	Facility in fair condition, system replacements needed
11% to 20%	Facility in poor condition, major capital funding needed
21% to 30%	Facility should be considered for major renovation
> 30%	Facility should be considered for replacement

The current replacement value (CRV) is the estimated cost to replace the entire facility with one of similar size and functionality. Applying an accurate replacement cost to the facility becomes a strategic tool that allows the Assessment Team to compare the estimated cost for a new facility to the overall capital needs identified during this assessment. Based on the overall square footage, height, and type of construction of the convention center, parking garages, and surface parking areas, the expected CRV is estimated at \$1,287,136,000.

The Assessment Team estimated the costs of the identified deficiencies, deferred maintenance, identified code violations, and anticipated capital needs to calculate a Facility Condition Index (FCI) for the GCCC. The following table displays the facility’s current FCI ranking and provides a 5, 10, 15, and 20 Extended FCI (EFCI) that would show the condition of the facility if no capital investments were considered during the next 20 years.

For more information see the [FACILITY CONDITION INDEX](#) section of this report.

CURRENT REPLACEMENT VALUE*	Current FCI	5-Year EFCI	10-Year EFCI	15-Year EFCI	20-Year EFCI
\$1,287,136,000	6.2%	7.1%	11.6%	14.5%	15.1%

*CRV is for the sole purpose of calculating the FCI and does not constitute a formal appraised value. The CRV is an estimate based on the overall square footage, height, and type of construction of the convention center, parking garages, and surface parking areas.

[CONCLUSIONS](#)

The following summarizes our findings related to the overall physical condition of the facility and our review of the current operational processes as well as recommends opportunities for future modifications to and expansion of existing space. For a full discussion of our conclusions, see the [CONCLUSIONS](#) section of this report.

[CONSIDERATIONS FOR FURTHER EVALUATION](#)

The results of our study of the identified areas have been summarized into key considerations for further evaluation to ensure a comprehensive approach to future planning. These considerations encompass critical findings, identified operational priorities, and areas requiring additional analysis to support informed decision-making. By integrating the assessment findings, the next steps should focus on refining strategies, addressing potential challenges, and optimizing resource allocation to enhance overall effectiveness and sustainability of the GCCC.

See the [CONSIDERATIONS FOR FURTHER EVALUATION](#) section for further information.

CONSIDERATION 1: PRIMARY FOOD & CONNECTOR OPERATIONS

To accommodate increased volume, the current food service model and infrastructure require immediate re-evaluation. We recommend initiating a comprehensive master plan for the GCCC, with a focus on the kitchen spaces, Dock #1, and the proposed Connector expansion. These high-priority areas are critical to facility operations and future growth. The interconnected nature of these spaces means that any Connector expansion can address multiple issues simultaneously, including consolidating all kitchen spaces in one location and creating a back-of-house pathway for staff between the North and South buildings. This expansion can also provide additional office and storage space, exterior terraces, and other yet-to-be-defined spaces programmed by the FCCFA. The objective is to establish a reimagined food service operation within the next five years.

CONSIDERATION 2: SECURITY & DOCK OPERATIONS

The assessment team was informed of security concerns around the multiple entry points throughout the facility. These issues are critical to resolve for the FCCFA to achieve future designation as a Tier 1 facility. To address the facility security concerns, we recommend a multi-layered approach that enhances both physical security and strengthens staff policies and training. By proactively addressing these concerns, the facility's overall security posture will be significantly improved. Implementing these recommendations will help mitigate liability risks, protect assets, and ensure a safe environment for all occupants.

The GCCC is currently facing significant challenges with its receiving operations and looking to address these deficiencies. Key issues identified include inadequate receiving and staging spaces, as well as malfunctioning dock equipment. To address these challenges, it is imperative that the FCCFA swiftly formulates and implements strategies to expand the dock areas along the east side of the building. By resolving these shortcomings, the facility will be able to achieve a more streamlined and efficient operation. Enhanced and larger loading dock areas, coupled with upgraded dock equipment, will facilitate a smoother flow of goods and materials. This will not only boost overall productivity but also position the facility for continued growth and development in the future.

CONSIDERATION 3: SECONDARY FOOD

Following the evaluation and optimization of the primary food service operation, the FCCFA should turn its attention to its secondary food operations. It is our assessment that the product-specific, food court-style venues, including the Home Grown Market and South Café Marketplace, have become outdated. These venues should be replaced with more dynamic spaces that offer maximum flexibility in menu and serving capabilities. The North building venue has the potential to expand into the area currently occupied by Arnold Plaza, incorporating an exterior entrance from High Street. This type of venue would create sufficient differentiation from other establishments in Columbus, attracting both residents and visitors. The South building venue should be examined during the Master Planning process, with the FCCFA assessing how this extensive space can be repurposed and reprogrammed for future developments.

CONSIDERATION 4: EXHIBIT HALL EXPANSION

As stated in this report, the expansion of the exhibition halls is not currently a high priority due to the prevailing demand. Although the exhibition halls are not being utilized to their fullest potential at present, the strategic objective for the FCCFA should be to stimulate demand for multiple city-wide events. As these events become regular

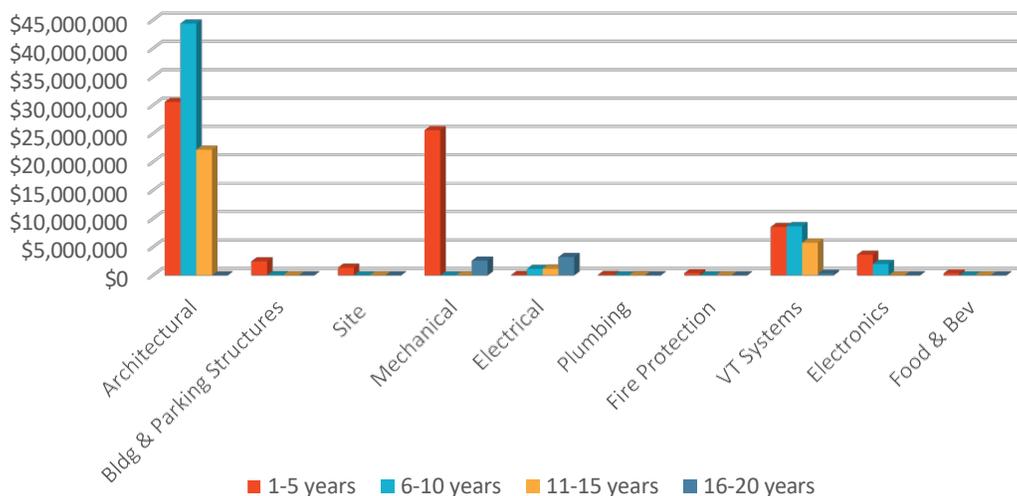
fixtures, they will inevitably necessitate the expansion of the exhibition halls to accommodate future growth. During the master planning process, it is crucial for the FCCFA to deliberate on which of the expansion options the facility should pursue. The three options the team looked at were a vertical expansion, an expansion using the North Parking Lot, and a new Exhibition Facility using the East Parking Lot. Each expansion option presents its own set of challenges, uncertainties, and specific benefits. Therefore, the FCCFA should conduct a thorough analysis, considering all factors, to make an informed decision that aligns with the long-term goals and growth trajectory of the facility.

CAPITAL PROGRAMING

A 20-year capital schedule was generated as part of this assessment. Capital costs associated with the areas included in the considerations listed above have been removed from the recommended capital replacement schedule to ensure a more targeted allocation of resources toward critical infrastructure needs. This adjustment reflects a strategic decision to prioritize essential replacements and upgrades while deferring expenditures associated with further evaluation considerations. By doing so, the schedule maintains financial efficiency and aligns with the organization's management objectives.

Based on the results of the walk-through surveys, data analysis, and interviews, it is the recommendation of the Assessment Team that the following capital needs be considered during future budget preparation. The below capital expense table displays the anticipated capital needs. The full 20-year capital schedule can be found in [APPENDIX A](#) of this report. See the [CAPITAL PROGRAMING](#) section of this report for more information.

System/Component	2025-2030 (1-5 years)	2031-2035 (6-10 years)	2036-2040 (11-15 years)	2041-2045 (16-20 years)	20-Year Total Capital Needs
Architectural Systems	\$30,563,500	\$44,378,100	\$22,137,100	\$ -	\$97,078,700
Building & Parking Structures	\$2,465,700	\$48,500	\$ -	\$ -	\$2,514,200
Site Components	\$1,359,600	\$ -	\$ -	\$ -	\$1,359,600
Mechanical Systems	\$25,603,500	\$ -	\$ -	\$2,605,800	\$28,209,300
Electrical Systems	\$72,900	\$1,156,000	\$1,179,800	\$3,238,888	\$5,647,588
Plumbing Systems	\$67,900	\$ -	\$59,800	\$ -	\$127,700
Fire Protection Systems	\$383,800	\$16,200	\$ -	\$ -	\$400,000
Vertical Transportation	\$8,518,500	\$8,662,500	\$5,775,200	\$306,300	\$23,262,500
Electronic Systems	\$3,636,000	\$2,020,000	\$ -	\$ -	\$5,656,000
Food & Beverage Systems	\$350,000	\$ -	\$ -	\$ -	\$350,000
Total	\$73,021,400	\$56,281,300	\$29,151,900	\$6,150,988	\$164,605,588

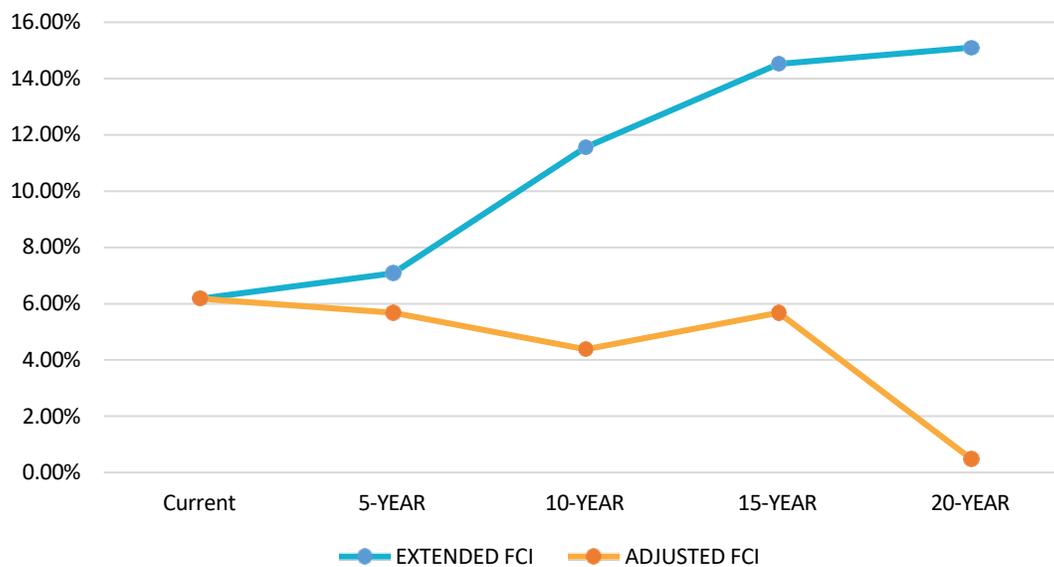


ADJUSTED FACILITY CONDITION INDEX

With the recommended 20-year capital investments, the FCI is expected to improve steadily if the recommendations outlined in this report are implemented effectively. Initially, targeted investments in critical repairs and system upgrades will help stabilize the FCI, preventing further deterioration of essential infrastructure. As preventative maintenance programs and modernization projects are carried out, the FCI should gradually decline, indicating better overall facility health and reduced backlog of deferred maintenance. By the end of the 20-year period, assuming consistent funding and adherence to the recommended maintenance schedule, the FCI should reflect a well-maintained facility with significantly improved operational efficiency and reduced long-term repair costs.

The below graphs show the Extended FCI (blue table), as provided in the Data Analysis section above, and compares the result to the Adjusted FCI identifier in the yellow table below.

CURRENT REPLACEMENT VALUE	Current FCI	5-Year EFCI	10-Year EFCI	15-Year EFCI	20-Year EFCI
\$1,287,136,000	6.2%	7.1%	11.6%	14.5%	15.1%



CURRENT REPLACEMENT VALUE	Current FCI	5-YEAR ADJUSTED FCI	10-YEAR ADJUSTED FCI	15-YEAR ADJUSTED FCI	20-YEAR ADJUSTED FCI
\$1,287,136,000	6.2%	5.7%	4.4%	5.7%	0.5%

It should be noted that the significant decline in 20-year Adjusted FCI does not include unforeseen deficiencies/system failures. Forecasting capital needs more than 10 years into the future is inherently challenging due to the many uncertainties that can arise over such a long timeframe. Additionally, unforeseen deficiencies, such as unexpected infrastructure failures, supply chain disruptions, or changes in operational needs, can create sudden funding gaps that were not accounted for in long-term projections. Having the property re-evaluated in 10 years will provide better reflection of the condition of the building system for the years 2035 to 2045.

The full discussion of the FCI can be found in the [ADJUSTED FACILITY CONDITION INDEX](#) section of this report.

COST OF NO ACTION

While there is a certain level of return on investment for each of the priorities outlined in this report, there is also a cost if no future investments or improvements are made to the GCCC, and the cost of inaction could prove significant in several key areas, as represented by the Extended FCI (blue line) in the above graph.

Without ongoing investment, the GCCC risks losing its competitive edge, economic contributions, and overall value to the city. Lost business at the convention center could lead to decreased visitor spending, lower tax revenues, job losses, and a weakened hospitality sector. The cost of no action at the convention center could be measured in lost revenue, economic stagnation, and diminished ability to attract major events, making future recovery more difficult. To sustain economic growth, the GCCC should prioritize investments to meet evolving industry demands and trends to maintain its status as a top-tier destination, otherwise, the GCCC and Columbus as a destination are at risk of a reduced economic potential.

A complete analysis of these considerations can be found in the [COST OF NO ACTION](#) section of this report.

[PRIORITY OF EFFORT](#)

The recommendations for this assessment are sorted into priority levels to ensure resources are allocated efficiently, addressing the most critical issues first while planning for long-term maintenance and improvements. This prioritization is intended to help facility managers and stakeholders make informed decisions based on the Assessment Team’s professional opinion, the remaining useful life of the system of components and the impact the system has on the facility. This will be a cornerstone for any future master planning effort. This will allow the GCCC to appropriately invest and plan for future investments for any facility repairs, replacements, or improvements.

A full analysis of proposed priorities of effort can be found in the [PRIORITIES OF EFFORT](#) section of this report.

System/Component	Priority 1 (2025-2030)	Priority 2 (2025-2030)	Priority 3 (2025-2030)	Priority 4 (2031-2035)	Priority 5 (2031-2035)	Priority 6 (2031-2035)	Priority 7 (2036-2040)	Priority 8 (2041-2045)
Architectural Systems	\$440,800	\$9,453,800	\$20,668,900	\$ -	\$ -	\$44,378,100	\$22,137,100	\$ -
Structural Systems	\$337,400	\$673,650	\$1,454,650	\$8,100	\$ -	\$40,400	\$ -	\$ -
Site Components	\$ -	\$ -	\$1,359,600	\$ -	\$ -	\$ -	\$ -	\$ -
Mechanical Systems	\$14,897,500	\$8,625,400	\$2,080,600	\$ -	\$ -	\$ -	\$ -	\$2,605,800
Electrical Systems	\$ -	\$ -	\$72,900	\$ -	\$ -	\$1,156,000	\$1,179,800	\$3,238,888
Plumbing Systems	\$36,400	\$ -	\$31,500	\$ -	\$ -	\$ -	\$59,800	\$ -
Fire Protection Systems	\$383,800	\$ -	\$ -	\$16,200	\$ -	\$ -	\$ -	\$ -
Vertical Transportation	\$3,655,800	\$4,418,900	\$443,800	\$ -	\$3,062,500	\$5,600,000	\$5,775,200	\$306,300
Electronic Systems	\$404,000	\$ -	\$3,232,000	\$ -	\$ -	\$2,020,000	\$ -	\$ -
Food & Beverage Systems	\$350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$20,505,700	\$23,171,750	\$29,343,950	\$24,300	\$3,062,500	\$53,194,500	\$29,151,900	\$6,150,988

[CLOSING STATEMENTS](#)

We hope this report provides you with a greater understanding and overview of the general condition of the Greater Columbus Convention Center. We appreciate the opportunity to support your efforts in maintaining and improving this critical asset. We trust this information is of value to you.

The findings and recommendations presented in this Facility Condition Assessment are intended to provide a clear understanding of the current state of the facility and to assist in planning for its future maintenance, repair, and improvement needs. By addressing the identified deficiencies and prioritizing the recommended actions, the FCCFA can extend the life of the GCCC, enhance its operational efficiency, and ensure a safe and functional environment for all users.

It is important to approach the outlined recommendations as a strategic guide, with a focus on proactive and preventive maintenance to minimize costly emergency repairs and to sustain the facility’s value over time. Regular updates to this assessment, alongside routine inspections, will help ensure that the facility remains aligned with organizational goals and evolving requirements. Please feel free to reach out with any questions or if further assistance is required in implementing the recommendations outlined in this report.

American Structurepoint and our Assessment Team have developed a deep understanding and extensive knowledge of the GCCC facility and its operations. This assessment has enhanced our comprehension of the facility's design, an

understanding of the facility's needs, and the importance of the facility to the local and state communities. With firsthand knowledge of the GCCC, American Structurepoint and our Assessment Team can help develop a more accurate, data driven master plan that aligns with the facility's needs and goals. This continuity ensures that recommendations are practical, effectively prioritized and tailored to optimize the space within and around the convention center. The level of insight and familiarity our Assessment Team has can lead to a more efficient planning process and cohesive strategy for the next steps in master planning and building design.

We would like to extend our gratitude to all individuals and organizations that contributed to this Facility Condition Assessment Report. Special thanks to Ken Paul, Maria Mercurio, Scott Reed, and Jordan Edmonds and other Project Stakeholders and Decision Makers for providing invaluable insights and strategic direction. We would like to thank the Facility Management Teams for sharing detailed information in their field, asset data, and for providing operational priorities and future needs that shaped the recommendations. Your collaboration has been instrumental in creating a roadmap to guide long-term planning and investment.

The full closing statement can be found in the [CLOSING STATEMENT](#) section of this report.