

**Tulane Stadium  
Public Forum  
July 11, 2012**

Dr. Scott Cowen:

Ladies and gentlemen, with your permission, we'll get started tonight. I am Scott Cowen, President of Tulane University, and I'm delighted to welcome all of you to our third forum. I know for many of you, you had been to the first two, and I want to thank you for your patience, your cooperation in staying with this process, because it's been a very important process to the University.

I want to explain a little bit about how tonight is going to flow. First of all, we are very pleased tonight to have Councilmember Guidry with us, and I'm going to ask her to say a few words to the audience.

Likewise, Mayor Mitch Landrieu is here, and has offered to say a few things to everyone as well. And when they finish, we will get on with the regular program, where Greg Otis will talk about the game day operations with all of our consultants here, we'll do some table work, and I'm going to take about the last 20 or 30 minutes of the meeting, and speak myself to you and give you an opportunity to ask me questions as we finish up the meeting.

So that's the protocol. And with that, it's my great pleasure to introduce Councilmember Guidry. Susan. It's a delight to have you here. Thank you for attending all the forums and I know everybody is anxious to hear from you.

Audience:

Applause.

Councilperson Guidry:

Good evening everyone. Thank you all for being here, for being a part of this process. Thank you all who have been working so hard on behalf of the neighborhoods to protect them. I know that it's been a difficult process, and it's going to continue to be a lot of hard work. But I hope that we are beginning to see that this is hard work that we will all do together. And so, if you been to the other meetings, I've just actually just been watching the process, and not a part of it. It is Tulane's process here.

But tonight, given the Council meeting tomorrow, I wanted to address you all, and tell you that there has been a lot of work done with Tulane, and with the Mayor's office, and we are in a

situation where the Interim Zoning District which myself and my colleagues put in place the motion for the City Planning Commission, due to technical things, the language, wasn't quite appropriate.

Now we've come back-- it comes back to the Council, and we feel at this time, that there has been a lot of movement on the part of Tulane. The Mayor's office is very involved. And the Council is also going to remain involved.

But at this time, we have the motion for the IZD, which has not been recommended and so, we need to remove that, let this process continue as a voluntary process, and then know that the City Council will be there, will be watching. I know that Council President Clarkson will be here in a little while, and will be ever available for you and to keep this process moving toward an enforceable agreement with Tulane on quality-of-life issues for you.

So I just wanted to--oh, I also need to tell you that the motion will be considered as the first item on the regular agenda tomorrow. And if you've looked on the agenda, it doesn't show as that, so I wanted to make sure you guys know in case you want to be there for public comment that it will be three orders of business, which are presentations on various unrelated issues, and then it will be the first item on the regular agenda.

I can't give you an exact time, but that's usually around 11:00 a.m. So if you want to be there for that tomorrow, I've sent out an e-mail to everyone who signed up previously for an e-mail on that.

So, I hope we're starting something that's going to wind up and the only way this will be a victory-- as mentioned this morning in the paper, no-- the only way this will be a victory is if we have a project that works with the neighborhood, and that everyone's quality of life is protected as we can make it. So that will be the victory, and that's what I'm going to continue to work for, as well as my colleagues on the Council. So thank you.

Audience: Applause.

Dr. Scott Cowen: Thank you very much for those words. And now I'd like to invite the Mayor, Mayor Mitch Landrieu, to come up and say a few words. Mr. Mayor?

Audience: Applause.

Mayor Mitch Landrieu: Mr. President, thank you. How is everybody? Good to see you. Bobby, how are you? Thomas.

First of all, thank you very much for allowing me to visit with you about this. Zoning issues, by their definition and by their nature, are the most contentious things that local governments do, because it involves people's enjoyment of life. It involves people's right to property. It involves the day-to-day existence of all of us. Tulane University is a very important part of our community, as are all of the neighborhood organizations in this spectacular area of the city. You're sitting in the middle of the Audubon Tea Room that was a substantial controversy and across the street from a golf course that was a substantial controversy, for those of you that may remember us trying to work through what that was going to look like.

And it's very, very difficult to have these discussions, so I'm very sensitive about that. As somebody who served in the Legislature, representing this very district, legislators sometimes get pulled into those zoning matters as well. So I want everybody to know that lives in and around the neighborhoods that I'm aware of, that I understand, and, as many of you know, from the beginning of this process, I have been and have said many, many times that it is very important that any time a project of this size gets built, that there be a process where they have community input.

We have a disagreement about how that community input's supposed to be made, but one of the reasons we're here is because I asked Tulane, in a very polite way, as a Mayor can sometimes – you've got to have community meetings. You have to have an opportunity for the community, in open discussions, to talk to you about what their concerns are. And there is a process that is used in the Executive Branch side of government all the time to do major projects all over the City. It is not unusual for us to face the kinds of issues that we're talking about here.

For those of you who grew up in New Orleans, you've been to City Park Stadium many, many, many times. That is in a residential neighborhood. Those issues are all important. And I can assure you that I'm not going to issue any permits to build this facility unless and until there has been good discussion, and we have now—this is our third meeting, I believe, Scott—our third public meeting, and we do the best that we can under the circumstances, respecting people's rights, that is, the Tulane's and the neighbor's,

to come up with a way for this particular stadium to exist in the spot where Tulane is putting it.

And so the issues of usage, the issues of parking, the issues of lighting, all of those different issues that are being discussed are things that we have been part of from the beginning of the discussions and will continue to be part of. These meetings are now being held by professionals who have done this all over the country. And your views and your thoughts are really, really important and will help form, eventually, what's going to be in the agreement that the City signs with Tulane to construct the stadium in a way that is as consistent as it can be with what the uses are.

Now, everybody knows this already, because we're all grown-ups and we've been through this a lot of times: not everybody's going to be happy. Tulane's not going to be all happy and the neighbors are not going to be all happy. And part of this discussion is to try to find the best way that we can hear and understand and know.

My team of experts have been at every meeting. They will continue to be at every meeting. As we move this process forward, we will continue to really try to understand how, what this new facility is going to do to the surrounding neighborhoods, and I look forward to try to continue to try to address, in the way that the City can, how to make this project work for the entire City.

And so you have my commitment that I'm going to do that. We've been involved from the beginning. I have personally met with some of the neighbors, some of the neighborhood organizations. I've personally met with individuals that have specific concerns. I've met with Tulane a number of different times, and I will continue to be engaged to do, at the end of the day, what I think is in the best interest of the City and the best interest of the neighborhood. So I want to thank you for your involvement.

I want to encourage you, again, to be very aggressive tonight in what your thoughts are. I know that people are on both sides of this issue and I know it's very emotional and I'm very sensitive to it. For those of you that live on Audubon Boulevard, I've spoken to some of you individually and I will continue to do so as we think through this issue. And I look forward to working with you. So thank you very much. I appreciate it.

Audience : Applause

Dr. Scott Cowen: Thank you Mr. Mayor. Before I turn the microphone over to Greg Otis, who will facilitate tonight's session, I saw that Councilmember Bajoie just came in. I'd like to recognize her. Thank you so much for being with us tonight.

Audience : Applause.

Dr.Cowen: And Greg, I'll turn the microphone over to you right now, and we can begin the program.

Greg Otis: Thank you very much. I appreciate that, Dr. Cowen. Mr. Mayor, thank you very much for your participation. As the president has just said, my name is Greg Otis. Who has participated in at least one of the forums to date?

Audience: Several raise hands.

Greg Otis: That's excellent. I really appreciate that, and welcome the newcomers. My name is Greg Otis, as the President said. I'm the president of GBBN architects. I'm joined by my colleague, Ron Kull, who's over here joining me in the mediation of this forum. It was designed specifically to garner information that was just talked about, your thoughts and concerns, the issues that you may have about the facility, and we been taking those in consideration. The first forum was actually more than a month ago, and you can imagine in the professional development of anything in life, and specifically in design, that the design has evolved, in fact, and the considerations that were addressed in the first forum, which focused on design and use, have been taken into consideration and have impacted that design.

The second forum, just two weeks ago, three weeks ago, was about traffic and parking, and there was a great deal of concern talked about what the issues regarding a restricted access area might be around the University on game day. And today, we're going to talk about the preparation necessary to put on a game over the course of about a weekend preparation, and very specifically, the issues that happen, and operationally, what happens the day of again.

And you're going to be able to see, specifically, what happens, almost on an hour-by-hour basis in the preparation and the operations to get ready for that game. So I think tonight will be a very useful dialogue about that. And you'll actually have the

opportunity to ask additional questions—anything that’s been talked about to date that you still need clarification on, or anything specifically that has been presented this evening that you need some additional feedback on. So let’s talk a little bit about the format.

We’ll get into the details because Ron Kull from our office will be talking about that in a minute, but those that are in the chairs in the back, obviously you’re here for information and we want to give as much as we possibly can, but if you have any questions that you really feel like need to be addressed, participation in the question-and-answer forum portion of this will come to these tables up front, and there’s plenty of room, so I invite you through this evening, to participate by moving forward and having your questions met.

On these tables is an agenda that talks about a little bit of this evening’s walk-through. We’re going to talk about, after my comments here, specifically, the presentation, as I said, about the weeklong preparation for a game, and then game day operations. And then we will have the opportunity for each of the table work- - each of those at a table to actually write down one or two of the issues that you really want to have answered. We’ve got design team members here, participating on a panel that will be able to address your questions. Specifically, the presentation will be given by Doug Thornton. Doug, where are you? Raise your hand. Thank you. And—sorry-- Todd Unterseher. Thank you.

And then also, I know there were a lot of open questions last time about parking and parking access and the shuttle system. And there are still questions about that. Saleem Hafza is here to answer those particular questions. Also on the table, and I think would be very informative for you, is all of the comments that have come through these forums as well as e-mails and voicemails that you left at Tulane University have been distilled and turned into a document now called to Tulane Stadium FAQs.

There are 55 specific answers, questions, and answers to those questions that represent the full spectrum of all of the comments that have come through the flip charts, this suggestion cards, voicemails as I said, in e-mails, and we continue to receive those and turn them into these documents that then are published out on the stadium’s website, they give you the answers to the comments that you have.

So, we want to give you the opportunity to digest some of those things because they answer many of the questions. There are probably, I would say, less than a dozen or so questions that have not been answered in specifics, only because they cannot be answered yet in the process of development and design. We talked about the fact that we're only about 30 or so percent of the way through the design of the facility itself, and therefore the details will be coming when the opportunity is right. So, through the presentation this evening, I want to ask you to put your ears on, and listen for the answers to your questions again.

If you still don't have those questions answered, this is the opportunity then to write those questions down. And through the process, I would ask for obvious decorum. There is a process here by which microphones will be handed to people and questions can be answered. And that would be the appropriate time to do that. And so if there are questions that arise, please write them down and hold them for that opportunity.

I want to also recognize the President of the Council, Jackie Clarkson, who just walked in. Jackie, where are you? There you go. Thank you very much for participating in this evening's event. All right, so I will get out of the way now, and let's begin with the presentations. Doug? You're on.

Doug Thornton:

Thank you, Greg. For those of you who are new to the meeting, the forum, my name is Doug Thornton. I'm with a company called SMG, and we are an international firm that manages stadiums, arenas, theaters, convention centers, all over the world. Tulane has brought us in to assist in the development of an operational plan and to assist with the development of the architectural plans and programming. I'm joined tonight by my colleagues Randy Phillipson, who is the Director of Operations at the Louisiana Superdome here, and Todd Unterseher, who's our Director of Business Operations, who you'll hear from in a moment.

In terms of our agenda tonight-we're going to break this up into two parts. I'm going to talk to you about operating the stadium on game day, what happens game week. And Todd is going to talk to you about pregame activities, the tailgating activities that would take place in the hours leading up to the football game.

So were going to go through the timeline sequence and talk about pre-and post game activities. I know that you are all interested in hearing what takes place on the game day. And just to remind you, in terms of the site, and what we're dealing with here, site

orientation, many of you who have attended the previous forums have seen this slide in the past.

This is the campus or what's generally described as the campus in the white and the proposed Tulane Stadium there you see, on the right hand side of the slide. This slide is really to remind us where we are in the process. In previous meetings, you've heard about architectural plans, you've heard about parking and traffic, and you've seen a slide that was similar to this.

The most significant thing to note here is we're 24 months out in the planning process. We've got two years remaining before we open the stadium, which gives us a considerable amount of time to make adjustments, make alterations, learn about a car before we drive it, so to speak. How did this process start? Well, we were brought in by Tulane to advise on the operations of the stadium.

We sat down with the Athletic Department to look at the site. We sat down with the architects to determine how that site would function. We have, as a company, operational best practices that we bring to any facility, whether it's a stadium, an arena, a performing arts theater those same operational best practices are being brought to this program that you're going to see tonight. It will help influence the way the stadium is designed so that there is efficiency in the operation. It will help influence the design from a programmatic standpoint for the architects. So that's one of the reasons that it's important to have an operator like a SMG, our company, on the front end of a project like this, so you have ample time in the design phase to design it and build it in a way that is operationally efficient and works well, not only for the user, but for the surrounding neighborhood—in this case, that is you.

So, where are we in the process? We are in the-today's meeting, you see the column there. We have already established a program, an area operations plan. We're here to talk about it tonight. We will continue to make adjustments upon further review, as we go through this process. And eventually, will get to a pre-opening phase, which will probably be a year out, maybe nine months out before we open the stadium, and we'll start recruiting staff, we'll advise Tulane that they should start recruiting staff, and training staff. And our entire operations plan comes together through what we call a unified command system. Just like if you were operating at the city level, you have to have a command-and-control system.

And we establish what we call work orders. We will talk about those in a few minutes. And it tells everybody where to go and what to do. We can manage the site on game day in a seamless fashion. And of course, after you open the stadium, and once you start driving the car, you can tune it up and make adjustments as the go. Just to remind you about the site the current conditions that we have now, you can see the Westfeldt Practice Facility and Turchin Stadium.

And if we go to the next slide, you'll see that the only change is the footprint of the proposed stadium. This is the future athletics campus that we've been talking about. Just for orientation purposes, this is Claiborne Avenue, Ben Weiner Drive, and of course, the Reily Center as it exists now, the Hertz Center as it exists now, the site of the tennis courts, which will be relocated, and the stadium site itself, the practice field, and Turchin Stadium.

One of the things that make a successful operation for any stadium, any facility, you start with public safety, ushers, guest services, tickets, ticket takers, box office personnel, merchandise, concessions and catering all of these things make up a successful operation. They have to be carefully coordinated. I talked about the work order system earlier. We would recommend, and all of our facilities would have this practice, that we establish a very complete work order that tells these people where to go, how to plan for the event, how to set it up, where they're going to be on game day in terms of their deployment.

So what we are going to be talking about and showing you tonight is sort of a high-level summary of how that works. We have a command post that will be set up in the stadium--at least we would propose that to Tulane-- and that command post would be the location for all of the communications during the game to make sure that these particular functions are taking place, all of them. Now some of these are pregame functions that will take place. Others of these will take place post game, but are important to the operation.

So let's talk about the week of a typical Tulane football game. We have designed this presentation around what would occur for a normal Tulane football game being played, say, on a Saturday afternoon. So we start with Wednesday, the week of the game, and we end on Sunday. And we will show you the game day column here in more detail on the next slide.

The first thing that we have to do is deliver our commodities or our concessions. And we'll show you in a moment the route that we will take, but that's something that is totally within the control of the management of the campus. Those deliveries would take place during normal working hours during the weekdays, the last one occurring on Friday, if necessary. And we're probably talking about 4 to 5 trucks. We're not talking about 18 wheeled vehicles. We're talking about panel trucks or midsize vehicles. And we'll show you the route they would take to deliver those commodities in just a moment.

There would probably be a team practice or two on Wednesday and Thursday and perhaps even on Friday. But things really start to get more active on Friday as we head into the game day. We can expect to have a television network drop, if it's a televised game probably one, maybe two. More typical would be, I guess, would be one truck, as opposed to two, unless it's an ESPN game. We might have two. Those trucks would come in on Friday afternoon, park, and will use generated power.

Generators --the generators that they use today for these trucks are so quiet you couldn't hear them if you were just on the other side of the road. But the trucks do require generated power because if there is a power outage at the stadium, the networks have to continue to be on the air. So that's a requirement. There's not anything we can do about that.

The visiting team equipment truck will arrive sometime in the mid afternoon on Friday, and they will set up the team's locker room. That's a very, very, very simple function. The team truck backs up to the locker room, they unload the equipment, they move the truck off-site. It's gone. It doesn't come back until after the game. Perhaps one of the more significant things that we plan here is the waste removal.

During a typical football game, in a 70,000 seat stadium, you might need to remove trash during the game, from your dumpster or your trash compactor. What we've designed here is a way for this stadium to have a self-contained trash compactor that can be emptied on Friday, and based on the volume of trash that you would anticipate for a 30,000 seat, sold-out stadium, there's no way that that trash compactor would be filled during the game time, which would allow us to eliminate any trash pulls during the game.

So our practice, our best practice, would be to recommend that all waste be removed from the trash compactor so that the trash compactor can receive waste on game day and not be filled completely. So now we've moved into game day. We'll talk about that in the next slide.

And then post-game on Sunday. There's been a lot of talk about cleanup. What we would anticipate is that the post-janitorial crew would come in the period just after the conclusion of the game and broom-clean the stadium. We'll talk about that more in detail in just a moment. But they would come back on Sunday to finish the completion of that cleanup during normal working hours and, at that time, the trash compactor that we talked about that would be emptied on Friday, would be emptied no earlier than 9:00 a.m. on Sunday.

So let's go to the game day timeline. This is what happens in the hours leading up to the game and, of course, in the hours after the game. And again, these are best practice recommendations. These are things that we see that could be implemented here in this facility. Four hours before the start of the game and this is a window of time.

These are windows of time, OK? So these occurrences that are taking place in the windows of time doesn't mean that they're going to take four hours. It means that they will occur within that four hour window.

So we would begin shuttling our staff four hours before the game, and it flowing some of that staff. Remember, from the last presentation, the staff will be brought in the sequence. The campus pregame functions will begin. That would be the activities in the LBC Quad and areas around campus. We'll talk about those in more detail in a minute. Some of the concessions would be stocked in the stands, ice deliveries, product would be delivered by the concession workers, and distributed out into the individual portables around the concourse.

All of that is taking place in the hours leading up to the game. Security personnel would be deployed and go to their respective positions in the hours leading up to the game, and shuttles will begin to drop patrons in the sequence that we talked about in the last meeting, the parking and traffic presentation. You remember we had a sequence of shuttles that would arise at different times prior to the game.

So all of that takes place in that window of time, four hours leading up to the game. Then we get closer to the game start itself. And why did we pick an hour and a half before in the second column? That's because that's when we would recommend they open to the public, when the stadium is actually open, where people can walk in.

So what happens during that sequence of time? The closure of Ben Weiner drive has already occurred at that point. If you remember, the intersection of Ben Weiner and Claiborne is the drop-off for part of the shuttle plan that we have in place.

Our pregame activities are starting in the stadium, and what that means is we've got teams warming up. We've got things going on the field. The scoreboard, the audio, the sound is starting to fire up in the stadium. And then, of course, we move into game-time.

Once kickoff occurs, there is a sequence of activities that will occur. The pregame activities that would be taking place in the LBC Quad, which we're going to talk about in just a few minutes, four hours before kickoff, that is now beginning to break down. And we're now starting to remove tents and carts and things, and even trash that was being generated during that period of time four hours before the kickoff.

That's where we talk about phasing the cleanup, and cleanup begins. We would have some redeployment of our staff and maybe some limited staff would be removed and departed back to the off-site location by shuttle. So, we showed that the football game and all the normal activities that you saw in that earlier slide make up a game day sequence that are taking place now and being managed out of the command post. And then, of course, the game ends.

The visiting team departs. And believe me, no visiting team wants to hang around. So they want to get on the bus, they want to shower, do their interviews, and get out. So a one and a half hour period after the game is actually a generous amount of time for that to occur.

We begin to release our part-time staff, mainly, the ticket takers, the ushers, some of our security, leaving others behind, in place that will continue to work throughout the remainder of the period. Post-event janitorial crew begins to move then. And this would take place in a fashion not to interrupt the egress of the patrons that are leaving the stadium, but they would be shuttled

in at a time, probably an hour after the game, and the cleanup in the stadium would begin about one hour, or even sooner, perhaps as early as 45 minutes after the game, depending on the crowd size for that game.

And, of course, all the patron shuttle busses are beginning their departure and going back to their respective sites. Now, what happens in that window of time, say, four hours after the conclusion of the game? Here are some things that will probably take a little more time than what I just went over. The network television trucks if we have more than one, it's likely that they will take a couple of hours, maybe three hours, to disconnect their power, pack up their cameras, and move out. They are like the visiting team. Time is money to them. They want to get on the road. They don't want to linger any longer than they have to, so they're going to want to get out of here.

The visiting team will depart. Our post-event janitorial is starting to broom-clean the stadium while this is going on. This is all happening at the same time, and the pregame activities conclude outside the stadium and around the campus. So, that takes you through an entire day. You know, we've hit the tops of the waves. There's a lot more details that we can go into. It's probably way more information than you want to know. But it gives you an idea, sort of a thumbnail of what happens on a game day.

So here are some specific details about how we would control movements around the stadium. This is an illustration to show you the location of the commissary. And this is the route we would anticipate or recommend that the panel trucks take to deliver the commodities to the commissary. Now, frame of reference, this is inside the stadium envelope, so it means it's inside the stadium walls. That room is proposed to be about 1,275 square feet, which is about one quarter of the size of the room you're sitting in right now. So they look big on the screen, but it's not that large. It's a warehouse. It's a commissary. It's a room that has maybe a couple of coolers, a freezer for frozen goods, but a lot of space for dry goods. It's where you store your commodities that get distributed out on game day out to the concession stands.

The number one thing you need to know about this slide is that we can control the movements; we can manage the times when the deliveries occur. And then we have limited hours of operation. As you saw earlier in the slide presentation, we anticipate that these deliveries would be done Wednesday,

Thursday, and Friday, and probably no more than, were going to guess, 4 to 5 trucks maximum, during that period of time. And the routes that we're talking about taking are the routes that we already use to access the rear of the Reilly Center, which is used for the same purpose, for food deliveries.

Broadcast media compound-- this is an area that would be designated for the broadcast staging. One, or maybe two, network trailer trucks park here. They would access the site from the Claiborne Street side.

We also have a designated area for local satellite TV trucks, just like the one you see outside for Fox eight tonight. That would be the location, right behind Turchin Stadium. They come in. They park. They want cable to the stadium so that they can do their shot, have their camera. They put their satellite up so they can go to live feed if they need to. They're in and out. The network trailers have to have access to the stadium. What they bring with them is a production truck and several camera units. They'll position around the stadium. They'll distribute the cabling system to those camera locations. They'll have to disconnect it on their way out.

But this is the area that we're talking about all of the networks staging-- again, departure no later than four hours after the game. We believe that's a very generous amount of time. For the most part, these trucks will be leaving within two hours after the game. But we've given ourselves a little conservative allocation there. The main thing to note is that they arrive before the game on Friday during normal working hours when they're connecting.

A secured perimeter highlighted in orange represents credentialed access. You notice we kind of split this into two major zones. The green, of course, is the public access or permitted areas where the public that has tickets can enter the space or move around without having a credential. The orange area represents the "back-of-house" spaces that are used for stadium functionality and are restricted areas or controlled areas.

And really, the only significance, I think, of this slide is to show you that the perimeter security would start 24 hours before kickoff. These are areas that we would want to secure because we're going to have equipment placed there, as you just saw. We would have personnel to secure this overnight, leading into the game day on Saturday. So there would be someone there the

entire time. And to access this space, we would recommend that a person have to have a credential, a working credential.

Now, if you notice, that's outside of the stadium. Here is the stadium concourse itself. So when people enter the gates, they would circulate inside the stadium. It's just this back of house corridor. This 20 foot fire lane back here would be off limits to the general public. That is not a permitted space. It would be credentialed only.

In terms of our game day transportation plans for our stadium employees you remember from the previous presentation, our drop is proposed to be right in front of the Rosen lot. The employees will be supervised. They would check-in at the Superdome. This is our current recommendation, our current plan.

They would check in at the Superdome, report to their assignments when they arrive on site. There would be a controlled access. They would be pre-staged in the area right behind Turchin and the Wilson Center, and deployed from there. They would be briefed in this area, and deployed to positions around the stadium, whether they're security, ticket takers, or ushers.

In terms of our post-event janitorial game plan, as we mentioned earlier, as soon as the game is over, our plan includes getting our workers in within an hour after the game is over. And they would be shuttled in much the same way that our other game day personnel would be coming in. And what is most notable about this slide is that we're talking about just a clean sweep of the stadium in the hours post game. No motorized equipment would be used to clean the stadium. We're talking about just broom cleaning the stadium. That first wave of cleanup would be completed within that four-hour window, post game.

Go back one slide, Randy. Just to note we realized there could be an additional night game, an ESPN game on Thursday night. There would be no significant changes. Obviously, everything backs up a little bit in terms of time, but really no significant changes in terms of our cleanup plan, and it would be confined more tightly in terms of the window and number of personnel, and we would push most of our cleaning to the following day. There will be adjustments made in the schedule to accommodate that.

In terms of waste removal this is another thing that people are interested in. How do you remove trash? Well, trash obviously gets generated when people eat and drink at a stadium. We have to have the ability to remove trash.

Now, what we've designed here is a way for us to contain the trash during the game without having to remove during the game, which is a very good thing. So, remember, we've removed the trash from the dumpster and the self-contained compactor.

And by the way, we're talking about building a compactor that is enclosed. It is inside the envelope of the stadium so that it is not exposed to the elements. That will help contain any odor and contain any trash spillage. So this trash compactor is emptied on Friday and it is filled during the game on Saturday. And we do not empty it until Sunday. OK? And it's in a self-contained environment inside the envelope, and we have another small trash repository on the outside of Wilson Center as well. This would be the route for the trucks to come in and access to remove the trash.

And with that, I'm going to turn it over to Todd. Todd's going to talk to you about some of the pregame activities that will take place on the campus prior to the football game itself.

Todd Unterseher:

So, as Doug mentioned, my name is Todd Unterseher. I work with Doug, with SMG. And we've been working closely with the Tulane University staff and its various elements in preparing for the pregame activities. And this preparation started with a six-phase process, initially in establishing some preliminary operating principles. These are some guiding principles that will assist us in all of our plans, our operational plans, throughout this whole process. The second component was developing a preliminary operations plan. That's distilling those principles and just some activities that will occur on campus and provide a great pregame atmosphere.

We are now in the review and evaluation phase. That's today. Tonight. We're here to listen to your comments, to hear your reactions, and then from there, will evaluate and adjust from there. We have a 24 month period. That's two years from now until opening to make a lot of adjustments, if needed, in that plan. From here, from that evaluation and analysis, we will move to working with the internal constituents on campus to prepare for an actual, practical plan.

And then you'll see in the final plan, a component before opening is the implementation of that plan. But it doesn't stop there. It's a continuation of that. All best plans are always changed with changing circumstances to ensure that we have a great pregame activities scenario going forward. So with that, we look at some of our preliminary operating principles. And these again are those guiding principles that we identified early on that will help us move forward with this process.

The first was having designated hospitality zones and tailgating areas. This is utilizing all the various components of campus that you'll see here in a second, and in very organized fashion. And on one, you have the organized hospitality zones. And on the other end, you would have some ability to tailgate out of the back of your cars in parking spaces on campus.

The second element that we identified was no unauthorized open flames. That's really a public safety issue. We want to control that and have those and some of those designated areas you see in the first element of the principles. And the third element is port-o-lets provided. That's just for comfort for all the patrons, and to ensure the cleanliness of the campus and the surrounding community.

The fourth was the overnight parking. There will be no overnight parking besides designated parking permits, primarily for students on campus. So that would be the implementation of the parking plan that you heard in the previous community forum.

And the fourth is the dedicated RV satellite parking lot. It's kind of a continuation of the former, the overnight parking. And that would be identifying parking space in an area that we have sought out to have RVs come and do their pregame activities off-campus. So that was the fifth and final guiding principle that we identified. Here are all the activities that we identified.

There are four main activities, kind of distilling all that that we just saw in previous, all the principles, into some activities on campus.

The first is those hospitality and tailgating areas. These are designated areas on campus. They are shown here in blue--mostly green-space. And it's a range of activities. Those could be very organized, you know, a sponsored space, you know, ticketed area with a tent, concessions or catering included, to the other end of the spectrum, which would be your tailgating out of the

back of your cars. This would include areas open to the public, private areas, student areas, community clubs, etc.

The second element would be student life. This is predominantly the area's green space that is associated with on-campus residents. This would be activities focused for the students, but not necessarily solely for the students.

The third element would be the intramural club sports. And that's utilizing the talents of the students on campus to provide for an on-campus activity to bring in just an element that typically happens on campus on Saturdays, and showcase that to the public. And that would occur on Brown Field in front of Reily, as well as in the stadium itself. So to bring in those folks into the stadium earlier to have a nice element for both campus and the folks watching the game.

And finally, we have the pregame walk. And that pregame walk is kind of a procession that starts in front of Newcomb, coming down the LBC Quad, onto McAllister, then Willow, then Ben Weiner. This is really kind of a culmination of the pregame events. It's really to signal to everybody that the pregame activities have concluded and it's time now to enter into the facility. With that, we kind of see the sequencing of this event. These are just kind of some rough hours on how the sequencing would occur.

So roughly, 24 hours before game time, that preparation occurs. So, all of those various elements, the hospitality zones, and the tailgating areas would start to be activated on campus. So that would be the activation of the parking plan to clear campus that we saw in the previous community forum, and then there'd be the staging, the tents being built, the sponsor areas being set up, and the concessions and caterers coming onto campus.

Roughly about four hours prior to game time, we see all those activities are completed and cleared, and the campus is ready for the general public to enter, so that parking would be opened, and all those various pregame activities would start, would commence. With that, a litter abatement program plan would be implemented as well, to ensure that the campus and the surrounding areas will be cleaned when all these patrons are coming onto campus and enjoying the pregame activities.

During game time and right about that same time as the pregame walk would occur, all of these functions would cease operations,

signaling for everyone to go into the stadium and then all of those elements would start to be broken down and then the cleanup of both the campus and the neighborhoods would continue.

At about four hours after the game, and again, similar to what Doug was mentioning, these are windows, so within that four hour time frame all the breakdown of the tents, and the sponsored areas, and concessions and catering, etc. would all be completed at that point. And the litter abatement program would be completed on campus, but the cleanup components off-campus would continue. And you'll see exactly what those are.

But all of these time frames all coincide and are coordinated with all the stadium activities that Doug was mentioning, and are coordinated at that central control point.

All right, so here we see just the campus security and, as Doug was mentioning, you have this controlled access, this controlled zone directly around the stadium. That starts 24 hours before the game time. And the rest of the stadium will continue to be patrolled by Tulane University's Public Safety in conjunction with other law-enforcement. It's a continuation of their current practices, but also focusing on the entire density of the activities. So, for instance, in the LBC Quad, those areas that have higher density and higher people coming through the spaces, they would focus in on those areas in particular.

Now, we look at the litter abatement program. And this particular slide shows the litter abatement program on campus. This is a phased approach. And again, this is similar to the security. This is going to be concentrated on high density, high activity areas. What you'll see is various teams that will be dedicated to specific areas, controlled and guided by the command post to their activities, to take care of any individual incidents that are hotspots, but it's also to have a phased approach in cleaning up the campus after the pregame activities are complete.

So we'll start with the higher density LBC quad-type area, and moving through the middle of campus, and then the outside of the St. Charles edge of campus, and then right around the stadium, after all of those patrons have come through. That would be the last component to be cleared out, just because the people coming into campus and into the stadium would probably be the last in that area.

And then, finally, we have the neighborhood cleanup zones. And this is a continuation of what Tulane currently does, and it's an expansion of what they currently do from the space of cleanup. So this would include their current practices all along Broadway from St. Charles through South Claiborne, Willow and Freret Street, and the St. Charles edge, as well as the drop-off zone and the entrances over on South Claiborne. This is really to clean up those areas where there is a large amount of pedestrians entering campus.

And this, again, would occur prior to the start of the game, during the game, and then after the game concludes, to ensure that those areas are clean after the game day activities.

With that, I'll turn it back over to Ron and Greg, and will start the table work.

Greg Otis: Thank you very much. That's a lot of information. Before we do, however, I believe Council President Clarkson would like to have a few remarks.

Councilmember Clarkson: Thank you. Thank you. All I really wanted to say, and Susan has said it all. It's her district, but as Council President, it's been a privilege to watch neighborhoods stand up for themselves.

And I wanted to thank you and congratulate you. We are a city of neighborhoods. And for those of you who may not have been here, or may not have been here temporarily at the time, right after Katrina, or may have moved here since, neighborhoods led us back. Faith-based and nonprofits, and institutions like Tulane followed. Government was last in line. So we have ultimate respect for all of you, and especially neighborhood leaders. They have been the mainstay of this city for its 300 years.

We also appreciate institutions, like Tulane, our largest employer, private employer, and someone who has gone to the wall for this community for generations. So all we were trying to do as a City Council was not stop Tulane from being able to have a stadium or have football back for what it was worth to the campus life and the expansion of the good for the University, nor were we trying to let neighborhoods be invaded.

Regardless of what the zoning laws, the zoning didn't address what a stadium might be able to attract. And that was the problem. There was not enough known information, communication, as to what we were facing from either side.

Yes, we wanted to be a support to Tulane University, but we did not want to do it at the cost of some of our most premier neighborhoods, more importantly, at the cost of property values and the way of life for people that have served this community for generations. It was a very hard situation for us to be in, but we had to take a stand. And we had to take a stand so that we didn't hurt one side and we were able to give access and communication to the other side.

I commend Councilwoman Guidry for her leadership, and for her very thoughtful approach, legal approach, to this. And I think we've come a long way. We've accomplished a lot on both sides, on all sides. I know that she has told you she's removing the IZD.

I don't think the neighborhood should worry that this is the end. This is the beginning. But we've already come—we've already made a lot of progress and a lot of improvements thanks to the fact that that was a way to begin the communication. For those of you that have thanked me, thank you-- for this is not only my job, I love it. And I do love representing neighborhoods.

For Tulanians who have told me I should know more about Tulane Stadium, I was here before most of you were born. And so, I have been in that Tulane Stadium since the 40s and cried when they tore it down. And I do believe in where Tulane is trying to go with this concept. I'm a football coach's daughter.

But I didn't believe in doing it at the expense of neighborhoods. I did believe, however, in this city and the quality of people on both sides, that the City Council could be instrumental in leading what could be a communication and a communion of saints, if you will. Thank you.

Audience:

Applause.

Ron Kull:

Thank you very much. It's good to have you here with us this time. And I know that I see many similar faces from the last two forums, so it's good to see all of you here with us this evening, too. And, there is a little business we have to take care of in the table work, so to speak. And most of you will remember, we do need each table to make sure they have their table number marked on the tablets so that we can tell where the comments are coming from.

And, two, we'd like to ask each table to make sure that you select a spokesperson, and the third part is that you actually have some kind of recorder who is writing down those questions. Now, we've decided to give you about 30 minutes of opportunity to work at the tables for two purposes. What we call the FAQ is out to you. Many of you have the Question and Answer sheet that was passed out at the table when you came or was out here on the table when you took a seat here.

We'd like to make sure that you have an opportunity to read that and maybe find some of the answers to the questions that you might have and therefore, might not have necessarily put them on the tablet. But also, it gives you a chance, if there have been things that are not completely answered yet in the presentation tonight or in previous presentations, to make sure you get that question on the tablet also.

Since there are a number of people here this evening, we want to make sure that everyone has a chance to at least make a statement about their primary concerns, so if you can think about two critical questions per table to start with, if you have others that you want to add to that, we'll certainly have the ability to accommodate that in some way.

So, it is just about 7:00 o'clock. If you need to stretch your legs and get something to eat while your cogitating over other kind of questions or whatever things that haven't been answered fully, there are certainly soft drinks and some sweets back there. So please get up and feel free to get up and take care of those needs as well. Let's get to work.

### **Table Work Commences.**

Greg Otis:

Let me reiterate for everybody's benefit that we're asking each of the tables to hold their number of questions to one or two that are the biggest issues. All of them, all of the issues that you are writing down, however, will be addressed in time, in a similar fashion that we have on the FAQs. So it will all be taken into consideration, distilled, and answered, but we'd like to address one or two of the issues that were the greatest concern at the tables. Thank you.

What I'd ask also is those that are going to be on the panel to answer the questions, please come to the front, if you would.

Rick, if you could come on down, thanks. Very good. Well thank you very much for the hard work. And I'm looking forward to this opportunity. What I would ask is that the tables come up, and their representatives are going to be presenting their questions here to the panel, that are the one or two of the biggest issues, as we said, from your table discussion, be addressed.

I hope it's pretty clear on the flip charts as to what the question is, and the panel will take the one or two questions you've got. All the questions will be absorbed. You don't have to worry about that aspect. Personally, Ron and I do that. We distill those into common questions and put them in the form of the FAQs. So we're looking forward to advancing these comments. So Table 1, you're up.

Table 1 Representative: Good evening. My name is Tony Fuselier, and I'm a resident of Audubon Boulevard for the last 35, 36 years, and live near Willow. My number one concern is drainage. Right now, and heavy rains, as you know, a lot of water from Tulane campus comes right down that Newcomb Blvd., Newcomb whatever that street is, at the corner of Willow and the entrance into Tulane, and we're right there.

So a lot of this water is supposed to go to Willow and go out through the through Claiborne Avenue via the old stadium drainage. And the old stadium had these huge drains and manholes which are nowhere to be found.

And right now I walk on the back of this new--

Audience: [Interposing voices, inaudible]

Table 1 Representative: OK. This is the question: what is going to happen with the drainage? What has happened to the old drainage from the original Tulane Stadium that cannot handle the water and when we add a new stadium, what will be going on? That is question number one.

Question number two would be security. We're worried about fans from opposing teams arriving the night before a game and we probably need security in the area. As you know, we have several bars right on Broadway, and some of these fans, especially if they're from schools that have good New Orleans contingents, i.e., SMU, maybe Rice and some of the others, they will be coming back home and joining their friends. As you know, just like Mardi

Gras, they don't go to bed until the sun comes up. So I think we need security. We like to know about security plans at that time.

Greg Otis: Appreciate that. Thank you. Robert? The issue of drainage-- where are we with that?

Robert Riccardi: As we presented at the last forum meeting, we are preparing with our civil engineer, Morphy Makofsky. We've engaged with them on a primary and secondary or redundant system. We don't have any specifics to tell you in terms of drainage sizes other than to say that this, again, is in a process. We are in the first steps of this process, but we are taking into account your concerns and developing, again, this primary and secondary support system for the infrastructure for water management.

Greg Otis: OK. Thank you. Excuse me --

Audience: [Inaudible]

Greg Otis: Yeah. Relative timeframe for the engineering?

Robert Riccardi: Right now, we are transitioning from schematic design to design development. We should have something more concrete in terms of drawings and illustrations within, I would say, the next 4 to 6 weeks.

Greg Otis: OK. Thank you. And then the second issue was about security for, I would say, the district, the area in which, and then the duration. What—

Doug Thornton: What you saw from the one slide that we have a restricted access area. We are planning or proposing a 24 hour security watch around the stadium. And we would anticipate that we would have increased security around the campus. And we're projecting that that would be manned by Tulane University Police Department, but within the restricted area itself, around the stadium, we would have 24-hour security to prohibit any opposing team fans from entering the premises or parking on the premises or anywhere near the campus. That would be the -- that's the thought at the moment.

Audience: [Inaudible]

Greg Otis: Please hold. OK. So the question is beyond the restricted area -- this is really the specific question -- beyond the restricted area.

Audience: [Inaudible]

Yvette Jones: Is Jon Barnwell back here? I thought he was here earlier. Rick Potts is here. So maybe Rick Potts, who works—is a part of our security team on campus, might just talk a little bit about what we do in terms of security outside of the walls of the campus, which I think is part of the question, right?

Audience: Yes.

Rick Potts: Thank you. As far as the security on the outside of this, we are planning to man and have certain folks out there prior to the game. Again, it's streets adjacent to and some of the neighborhoods. So, it will depend on a lot of how far out we go as to where that will be. Yes ma'am?

Audience: Pre-game and post-game? And how big is the area going to be. Those were important questions that have not been addressed.

Rick Potts: Well, the—

Audience: No. They have not been and they need to be. [Inaudible]

Greg Otis: I would say that out of the last two forums, and specifically the last forum, probably the number one question was the issue of the restricted area and what does it mean, and what services are inside that area that is off of campus, and what's the extent of it, and are we going to extend it to the east, the north, the south or the west, etc.

And I think that entire plan is being developed right now, and what we showed you last time, I think, were just the limits of that controlled area, and talked about some of the issues relative to access, parking, security, trash removal and collection, those kinds of things, are all going to be formulated over the next 24 months, so as that plan begins to be defined and specified, what we tried to do is give you the opportunity to at least see where the thoughts were and the recommendations that were coming from the experts that were involved with it.

Fair? OK. Thank you very much. Table Number 2.

Table 2 Representative: Hi, I'm Todd Kennedy. I'm an assistant professor at Nicholls State University, formerly a faculty at Tulane. Our table's first questions were, will there be an affordable location for faculty or recent alumni, or even the general public to set up a simple

tailgate tent and table, and approximately how much would that cost? Obviously you don't know exactly, but are we talking thousands or are we talking affordable? Essentially?

Rick Dickson: Well, are we talking or negotiating here? You've offered thousands --

Audience: Laughter.

Rick Dickson: So, actually within-I think the approach you saw tonight was to layout the framework of where activities could take place. Within that, the specific planning, game day activities, and opportunities, I think will really cover the gamut everything from the level to accommodate students, families, faculty, and then, hopefully, we're able to develop things for people that want even higher level of amenities, too, but--

Table 2 Representative: [Inaudible]I guess the biggest concern at the table was to understand what was going to be the nice facilities, the tents, the preset things like there are now at homecoming. Are you guys trying to make space out of all of that tailgating--

Rick Dickson: for someone to do--

Table 2 Representative: For someone to do something slightly more than the back of the car--

Rick Dickson: Correct.

Table 2 Representative: But nothing a fancy as--

Rick Dickson: I think that actually was mentioned, as there will be some designated areas. But again, our attempt is, let's control it and develop a footprint that says this is an unconditioned use, but will be monitored. This is already sponsored and provided, etc.. So, we want to have a menu of those types of things and choices and prices.

Table 2 Representative: The second question, somebody else at the table wanted to know where the drop-off zones and map for the tailgating would be. The traffic and parking was mentioned at last meeting. In other words, Freret or McAllister or even Broadway. Where would the access points be to bring fans in for tailgating that would cause the least problems for the neighborhood, and the best access for the people who wanted to tailgate at the game?

Doug Thornton: I believe we said at the last meeting that the drop-off zone would be at Freret and McAllister-- small shuttle bus dropping in that area where pedestrians can move into the campus.

Table 2 Representative: I think the question also was where you could bring a car up to unload a car as a table or a couple of chairs?

Doug Thornton: I don't know if we've identified to that level of specificity at this point, where you could bring a car up and unload tables and chairs. That's probably the next level of investigation.

Table 2 Representative: Thank you very much.

Greg Otis: Thank you Table 2. Table 14.

Table 14 Representative: My name's John De La Matra. My wife and I live on Pine Street, near Maple. And the first question that we had speaks to an issue that's bothered us since we've lived over there, and that's the fact that if you go down Broadway on a normal day, there's a lot of trash. And that doesn't seem to be addressed on a normal day, and now we're proposing to have high school games and other events there and the question is Tulane committed to managing parking, security and cleanup for the events - sorry, ok—for the events other than the Tulane football games?

Yvette Jones: I believe we are ready to take responsibility for some of the trash on Broadway. Now, we don't - we're not picking up trash every day. In terms of parking, our security does do a rotation around, but we cannot monitor parking on the streets. You're talking about just on regular business days?

Table 14 Representative: No. Like if they have a high school football game, are you all going to—

Yvette Jones: The plan that we presented last week goes into effect whatever the event is at a certain capacity. So, yes. That would be the same case. Whoever is using the facility would have to implement that plan.

Table 14 Representative: The second question has partially, pretty much, been answered with the other tables' question, but there was some concern that tailgating that might take place outside of the tailgating zone—would that be monitored? And, you know, the neighbors are concerned that, you know, somebody might just set up a spontaneous tailgating outside the tailgating zone. How is that going to be controlled?

Saleem Hafza: The answer to that is yes. Those areas would be monitored for tailgating outside of those designated zones. And that's a large part of the purpose of having designated zones so you can control those activities.

Audience: [Inaudible]

Saleem Hafza: It would be security patrols.

Audience: [Inaudible]

Greg Otis: The question was who it is.

Saleem Hafza: By the university, I believe.

Doug Thornton: There's going to be an area that will be designated for hospitality and tailgating on campus. There will be areas outside of that designated zone, outside of the white line, that will be private homes and other locations that we may not—we, meaning Tulane—we may not have any jurisdiction over.

However, we plan that there would be security monitoring these areas around the campus. I mean, you can't—we can't regulated what goes on eight blocks away or ten blocks away if that's what you're asking, but I believe that in and around the campus, there will be ample monitoring to make sure that the policies are being adhered to.

Greg Otis: Thank you. Table 3. Here you go.

Table 3 Representative: My name is Robert Rosen. I live on Audubon Boulevard. Our table focused on—had a bunch of different—four pages worth of questions, some from this presentation, some from prior presentations, but we've boiled them down to the following. First question was will there be a written, enforceable agreement between the city, the neighborhoods, and Tulane?

Audience: Applause.

Table 3 Representative: As I understand it right now, the Mayor's committed to make an agreement between Tulane and the City. The question is will that be done and vetted and finished prior to permits, or is this just going to go to permit, and then we have to contend with the other issues afterwards? Second, will this agreement include aggregate limits on high impact events, meaning overall numbers for the

season or for the weekend or for the week where we have some clarity – the neighborhoods have some clarity and can plan on whether or not it's going to be a high impact Saturday and Sunday, if it's going to be a late night Saturday night, followed by a late night Friday night, or is it going to be one to two.

We're not worried about meetings inside of the space. Of course, we're used to the practices, but it's the overall aggregate limits that we'd really like to see. It would help us to understand how you're all going to use the stadium.

Greg Otis: OK. Thank you. Perfect, so I think, is there going to be an agreement? When? And, if from a content perspective, will include these items?

Yvette Jones: Actually, I'm going to let President Cowen answer that because that is part of what he'll talk about at the end of the meeting.

President Cowen: Yes, I'll be glad to take the first question about the enforceable agreement. It is our intent to enter into an enforceable agreement with the City of New Orleans, which also connects to our neighbors, so it reflects the kinds of discussions we've been having here, and it is codified in a way that is clear to everybody. So that is our intent. And it is our intent to have that done before we pull any permits.

Greg Otis: And then whether or not it includes an aggregate component within the timeframe – were you thinking annually or what was the timeframe?

Table 3 Representative: Monthly, annually – [Inaudible]

Greg Otis: Will it have an aggregate component or is it just about the events themselves or how they're operating?

Table 3 Representative: [Inaudible]

Greg Otis: OK. The high impact issues, in particular. OK. Thank you. I'm not sure we can answer that particular question. It's one of the details on content, I would say, and we are working through those issues, and obviously, if it's going to be an item that's completed before the permits are pulled, that information will be available publicly.

OK. Table 13.

Table 13 Representative: I'm Michael Taso. I Live on Pine Street, near Jeanette. I'm also a Tulane alum. The two questions that we had the first one is how is Tulane going to control underage drinking on campus?

Audience: Laughter.

Table 13 Representative: And the second question relates to the restricted zone concerning is there going to be any off-street parking and what about trash pickup? We heard about trash pickup on Broadway in Claiborne. What about trash pickup on Calhoun and Palmer and the other streets?

Greg Otis: Thank you. On underage drinking?

Yvette Jones: We can answer the second one.

Audience: Laughter.

Doug Thornton: The idea of the restricted zone for the vehicular streets that were identified in the last forum-- the concept behind that is there would be no activity on the streets, and it would be restricted to the residents on the streets and their permitted guests. So we wouldn't anticipate that there would be any need for litter abatement on those streets.

Audience: [Inaudible]

Doug Thornton: I believe that answers the question that was asked.

Audience: [Inaudible]

Doug Thornton: I believe our plan at the moment, though, is to have a restricted access for the streets that were identified at the previous forum. And I guess whether there's walk-through traffic or not, that would have to be--that probably would have to be reviewed on a case by case basis, to be honest with you. It remains to be seen what kind of walk-through traffic would occur in those neighborhoods, given the shuttle bus transportation plan that we have and given the parking plan that we have.

Greg Otis: I appreciate, as I said earlier, that the controlled access zone issue, just as a concept really deserves a great deal more attention associated with that and a lot more is forthcoming. What I don't think anybody is saying is that those streets are being closed. There's a difference between controlled access and closure

controlled access meaning if you have a permit for access, you have the opportunity via controlled limits to have access for that area. I don't think we're talking about pedestrian control at this point.

Doug Thornton: That's correct.

Greg Otis: OK. The first issue relative to underage drinking-- you know, there's probably no better place to start than the University has a policy on underage drinking that probably follows the law. And I don't think that there's any specific additional controls associated with the game day operations as of yet, in terms of whether alcohol is going to be available, those kinds of things, either in the tailgate zone or in the stadium itself. Those are things that are going to be discussed over the course of the next 24 months, as you were suggesting, I believe.

OK. Table 4.

Table 4 Representative: Hi. We just moved here from Pasadena, California, the home of the Rose Bowl, so we've had 20 years of experience with large bowl events and so our two questions revolve somewhat around the experience that we distilled from the table.

So I'll start with number two, which is we are requesting additional clarification of nongame day events, frequency, utilization, who do we call after hours when something gets louder than it's supposed to be? How will those institutions, whether it's a nonprofit organization, a high school football game, or a pro-bowl game practice, be held accountable if they, post-facto, if they don't adhere to the regulations?

And then our first question is, given the large number of items in the deck that are still under study by the University, when can we expect additional forums here in this venue or on campus that will specifically address items that we know you're working hard on? Thank you.

Greg Otis: OK. Yvette, I think you've got the—

Yvette Jones: Clearly the issues you've raised, the way the agreement, and we haven't moved far enough along in that, but those are very much the questions that we're hearing about. Something that's potentially, frequency, the penalties so those we have, and it goes for non-Tulane events as well. And then, additional forum we do plan to have another form as we get through

design/development. That looks like around the September timeframe. We know we need to have discussions about construction, so we are planning additional community meetings.

Greg Otis:

Just again, on the process of design design/development, as I said in the first forum, is the period of time in which systems are actually, from an engineering perspective, designed. So the issues of lighting and drainage, those kinds of things that are obviously of major concern, will be-are expected to be completed at about that time. OK? Thank you. Table 12.

Table 12 Representative:

Thank you. I'm Alfred Bakewell. I'm a resident in Metairie and vice president of the Greenbackers Club. Several questions we came up with. Several have been directly addressed or sort of addressed. Being a booster club vice president, I guess I'm wondering how, exactly, or what's the plan to accommodate booster clubs, because we do have three or four active ones in the area.

On set ups, what will we have for booster clubs in particular? And ongoing communications obviously, not everything's going to go exactly as we're foreseeing it now. There's going to be some things that work great and we want to emphasize, I'm sure there are going to be some things that aren't working so great, and we want to correct.

But after we get up and going, will there be what will we have for communications, like hotlines or whatever for when problems arise? And how will they be addressed in the future?

Rick Dickson:

A lot of that focused just on game day events, activities. And I'll go back actually to the part of the presentation where Doug Thornton talked about having a command control center on game day, and certainly not only for fans, but neighbors, any information seeker, sometimes in some instances, people coming from out of town that want to know, and so we have like a hotline, but also a command center, actually manned operation, that way.

As far as any planning for fans, around the fan day activities and so forth, we anticipate that, we are hopeful that at the point that we're able to begin construction, which would still be about a 16 months. Out prior to the opening, that we have the opportunity to roll out kind of the template and format to work with a lot of our different groups, not only including booster clubs, but things like our student groups on campus, alumni groups, etc.

So that's kind of the timeframe that we were talking about as something 16 to 18 months prior to the potential opening of the stadium.

Greg Otis: Just from my perspective, do you have something in mind?

Table 12 Representative: Sure –

Audience: Laughter.

Table 12 Representative: [Inaudible]

Greg Otis: In terms of follow-up operations, you know, the stadium's opened and things are going along smoothly, other things maybe need some tweaking, what would be the—

Doug Thornton: Typically, all of our stadiums, we have a program for guest services where patrons that are going to the stadium can contact us. We have comment cards. We have website information. We want to hear from guests in our stadiums that we operate. I would imagine that a program can be implemented in a very similar way and expanded to invite the community to make comments at the stadium operation as it relates to the footprint of the campus. We would just be expanding that from inside the stadium walls, the guest services aspect, to the area outside the campus and be done through some type of contact us or website communications.

Yvette Jones: And while I love Doug and SMG, they are not operating the stadium. I just want to make this clear that it'll be Tulane, so we're learning best practices from them.

Greg Otis: Thank you. Last week, or our last forum, the issue of community education as it relates to the use of the park-n-ride program, or the shuttle program? Is it the same kind of site, the same kind of, that the operator—the university would have a stadium operations and information page, and it's the same kind of information that would be on that page. OK. Thank you. Table 7.

Table 7 Representative: My name is Kirk Groom. I live on Maple Street. And I am also part of the Maple area residents Association. This limited access map that you showed totally ignores everything on the other side of Broadway. And yet we share Broadway with a good part of Newcomb. So we would like to see that addressed as well as nearly everything we heard tonight, at least what I heard tonight,

had qualifications like we're preparing, we're discussing, were counseling, etc., we're reassessing. That's just about all I've heard.

The only thing I heard tonight that addressed off-campus things were this situation of cleaning up, and again that was off-campus cleanup along Broadway. So that's one of the major concerns we have. And of course, the second one is, already you've discussed the good neighbor agreement, but how do we enforce that? And in the future, if Tulane has learned from this process, or do we have to have another IZD threat to make Tulane come and be a little bit more open with the neighbors?

Greg Otis: Thank you. Appreciate it. So the issue about the access, the controlled access area--is there anything more in terms of clarity that can be offered?

Yvette Jones: No. But I think we've heard enough about that. That is a topic we're going to have to come back and really work through because I think there are too many questions about how it's going to operate.

Greg Otis: OK. And the same thing as it relates to its limits, etc., right?

Yvette Jones: [Inaudible]

Greg Otis: And its size. OK. Very Good. Yeah. Sure. Table 11.

Table 11 Representative: I'm Donna Davis. I live on State Street Dr., and I'm representing a table full of residents from Calhoun Street on the campus side from the north side of Claiborne and from the west side of Broadway. And in the fact sheet, we still don't feel that we've had those areas properly addressed. Several other things have already been discussed.

One of the things that we came up with is would Tulane consider sticking with only Tulane events for the first year or two, and not doing any non-Tulane events, specifically the high school games while you work out the kinks in your game day and lead up operations? It's not a financial incentive but would certainly give us all a measure of confidence. I feel that you can control your campus events and probably for visiting college people, but I'm not so certain about the high schools.

And, we're still skeptical about the park-and-ride system and the idea that people actually go to the Dome if they get to the stadium

and they don't find their parking here. We feel that they're going to flow into the neighborhood. They're not going to turn around and go to the dome and park-and-ride on the shuttle. So could you consider an incentive program to get them to ride on the shuttle? For instance, if they get coupons for concessions or that they would get a discount on something?

And also, along that, I'm going to throw a third one in. Perhaps then if you could get some biking-- this came up in the last meeting but we didn't see it on the fact sheet-- but a biking valet, or a biking parking lot which might help alleviate the parking concerns? Thank you.

Greg Otis: Thank you. I appreciate that. Those are very good. Alright. So, the first one about consideration for use, sort of a soft opening, if you will? A progression of uses?

Yvette Jones: Ma'am, you know, it's not something we've talked about. I think actually you had some very good suggestions and, you know, I can't say yes that we'll do it tonight, but it's something that we're going to put on that list to consider. You also asked about park-and-ride activity. The incentive idea is actually a pretty good idea. We're not just talking about park-and-ride to the Superdome, though. If you go back, I mean, we have a number of sites. We are working with other locations and other businesses on that. And then we do have a-- we will have a biking lot and a component that does encourage bicycles at the stadium.

Greg Otis: Very good. Table 8, I believe, right?

Table 8 Representative: Yes. My name is Mashir Robinson. I live on Jefferson. I want to thank President Cowen and his executive team for being so engaging and trying to listen to some frustrated people. Just as a side note, you have a great architecture school. The best practices in architecture is, before announcing the location, the team that is sponsoring the development engages the community around site location.

So a lot of the frustration that people have had is the fact that this was an *a priori* decision, without so people feel like they weren't necessarily respected. I think that can be bridged. But there is some work to do on that and there are two major risk issues that are related to that.

You mentioned that there is a study being done, but since the infrastructure here is over 100 years old in the surrounding

region, what we need to really make sure from a city risk and cost standpoint, that we're looking at all of that underground much further back, because the pipe systems, both freshwater, drainage and wastewater will break.

And so the city and its citizens shouldn't be, you know, essentially funding out the not-for-profit situation since it's not a tax entity. And so, in the planning of the site location, that study was not done first. And typically, in a development, some level of study, Phase 1 assessment, EIS, would've been done. That hasn't been done.

Greg Otis: So the question is, to what extent is the other infrastructure that the campus will rely on his part of the site?

Table 8 Representative: Correct, that beyond, for the neighborhood.

Greg Otis: And the second question?

Table 8 Representative: The second question, which is part of this observational kind of thing, is that we have two more years of study and, in engaging that for its community impact type of assessment, it makes a lot of sense for the university to adopt almost an authority board, so that that community can be on some advisory board that is funded, that it's enabled with the resources to be effective, and in that context, from your consulting team's standpoint, you'll notice there's no diversity.

You basically-there are no women here. There are no people of color here. This is a 50% African-American city and I, for one, as a stakeholder, feel that listening to the community means listening to the total community and if you don't have women in that group, helping to lead it, if you don't have people of color in that group, it's going to be a problem.

So on this advisory board, and in the future hiring and integration of construction, planning and all other professionals, I hope we create much more diversity on this team, which would represent the global nature of our University.

Greg Otis: Those are great questions. Thank you very much. So the issue that is being addressed the first time, the first question, Yvette—is that?

Yvette Jones: On the drainage, in particular first of all, we've got very experienced crew on our campus, who have worked with

drainage, and wastewater and storm water for years. They do know how it has effects on the rest of the surrounding areas; the engineers that are working have been working with us and others across the community. I don't think they're doing this in isolation. So I feel like we have a very good idea about that.

I'm not certain I understand the authority board, given that we are a private university, but I think I understand the intent of it. And that's something that I don't know that I can answer right now. And the University is committed to diversity in its contractors, and that's both on minority and in terms of women.

And there are women on this team because I happen to be a part of the team. I know I work for the University, but I do think there is diversity in terms of how we're approaching the project.

Greg Otis:

What I would say is that also, normally, the process of permitting is the ability of all the city agencies to have their opportunity to review their particular issue as it relates to storm water management, water access, those kinds of things. And that's the opportunity where that engagement happens. And to the extent that we can be, in the process of any construction, proactive in that, and reaching out and communicating with those other infrastructure entities that already exist within the city, and give the city a heads up as to what they should expect in terms of capacities and those kinds of things. I think the issue of whether –  
–

Yvette Jones:

[Inaudible]

Greg Otis:

Yeah. Yvette is saying that, in fact, those conversations are ongoing, and that relates to that infrastructural development. OK? Thank you very much. Appreciate it. Table 9. In force.

Table 9 Representative:

I am not the representative for Table 9, but my name is Bobby Savoie, and I have opened my mouth a few months ago, and now I've been involved in way more meetings on this topic than I wanted to be. I would like to thank Dr. Cowen for being here and for committing to putting in place an agreement prior to pulling permits. I think that's a great step forward.

My issue is that I saw things tonight that I have not heard prior to tonight that are going to be difficult to hammer out, for example, the use of the 20 foot strip of land between the backyards on Audubon Boulevard and this stadium are now going to be used to move media trucks, and they're going to be media trucks parked

basically along the fences Audubon Boulevard, with generators running. That is not something that has been brought up and obviously, is not going to be acceptable to the residents of Audubon Boulevard.

There are a number of issues like that and my question is how are we going to hammer out those very difficult things, because you're can't do that at a public meeting. But we have to do that prior to finalizing any type of an agreement. And that's just my comment, so I'll let our Table 9 spokesman take it from here.

Table 9 Representative: Do you want to respond to Bobby's comments?

Yvette Jones: The first thing I would say is that we are committed to not having traffic along a 20 foot setback. From day one though, the plan had been for the media trucks to go in there and to park on part of that practice field. Now Doug can talk little bit about what that means, but that has been in the initial plans.

Doug Thornton: I think that's right. We're talking about a 20 foot fire lane we said we would only use for emergency access vehicles. Now if we go to the slide and if you could put it up there, let's examine what we're really talking about. We're talking about in the foreground, right off of Claiborne and, behind Turchin, perhaps one, two, or three small satellite local media trucks, no different than the one that's sitting right out here in the parking lot tonight. And it would be just out in the area beyond Turchin, near the Rosen lot not occupying space in the 20 foot fire lane. We have to keep that clear for emergency vehicles.

If you move further towards the stadium, you'll see that we've got an area designated. We've looked very closely at this with the architects. We have to be able to accommodate occasional televised games. Now Rick can give you more definitive information on when that would be, when the games would be televised, and to whom it would be televised. And that will dictate the size and the scale of the media compound.

I would tell you that, based on my experience in dealing with networks, it would have to be an ESPN type game, where there would be more than one truck, maybe two trucks if it is an ESPN game, maybe two. But, on a regular basis, were talking about one or less, one or less in that large orange there, and we're talking about the ability to access that zone through the 20 foot fire lane corridor just for purposes of getting the truck in and out. Now, the generators --

Audience: [Inaudible]

Doug Thornton: Well this is, Bobby-- that picture that we just showed you is the area, not this one, the next one, that is the area that we're talking about for the media trucks. And those trucks would be nestled right up next to the stadium. They have to have a closeness to the stadium so they can connect their tri-ax cables. This is not a problem. OK.

Audience: [Inaudible]

Doug Thornton: This-- well, wait, wait now let me explain what this is. Well, I think we can deal with this. This is just a colored zone, a colored map to indicate credentialed access. It doesn't mean we're going to have vehicles back there. It just means that in order for you, as a worker, to access any area in that orange zone, you have to have a credential. You can't walk back there if you're general public.

Audience: [Inaudible]

Doug Thornton: No. No. Absolutely not. No. No. Absolutely not. That strip, that orange strip is restricted to emergency vehicles, which we would have to do to maintain our permit with the fire code, with the Fire Marshall.

Audience: [Inaudible]

Doug Thornton: No that is not for vehicular transportation. There is no vehicular movement in that area. The only area that we would envision the vehicular movement would be that slide right there that would indicate that the trucks would be moved in and moved out in an orderly fashion. And it's something that we can manage and maintain.

Audience: [Inaudible]

Doug Thornton: Well, I think that's true. I think that's right.

Yvette Jones: Well, I'm hoping that that is what the Mayor's office and their staff have offered to get us through is to work through those details. I mean, I agree we can't do it here.

Rick Dickson: Yeah. Just a follow-up on those comments in regards to games. I think most of what you heard earlier was, because Bobby, I thought what you might have been referring to was that orange

smaller box up in this corner, towards the Reily Center, which is a commissary, and that activity will only happen prior to any game day or significant activity during working hours. It comes through the interior, the Ben Weiner side and around that side, which is currently being used.

Our band trucks, for example, use that to haul storage of equipment in and out. But that was that other box that was on a previous side.

Outside of that was, as Doug pointed to, was the one access in from Claiborne along the back of the Turchin Baseball Stadium coming through, but stopping just where our practice facility is, and actually engulfing a piece of that. I've resisted that pretty greatly, but the necessity for the three to four games a year that are potentially televised being able to fit at least one truck back there was the point of doing that.

Table 9 Representative: On the subject of trash pickup you mentioned last week, a month ago I guess, when we had the last meeting, that Tulane would pay for trash pickup in the area. However, in item number 44 of the handout, they mentioned they would coordinate with the City of New Orleans for trash pickup on major streets, which means that Tulane would pass that off to the city. That means the taxpayers pick up that bill again. Or is, in fact, Tulane going to pay 100% of the bill for trash pickup in the city? That is my first question.

The second part is that the area on the lake side of Claiborne Avenue is closer to the stadium than 80% of the Tulane campus, yet it hadn't been mentioned at all with respect to restricted parking and trash pickup, security, whatever. It kind of goes in line with the area north of Broadway or west of Broadway with respect to your closest to the stadium and the impact this will have on the neighborhood.

So my favorite subject and I'm going to follow-up a little bit on what Tony Fuselier said earlier after the last meeting, I talked to Lee Ledbetter, the stadium architect about drainage. He passed me off to Don Makofsky, the engineering firm that they've hired to handle drainage from the area. I called Don. He kind of brushed me off. Lee, earlier tonight, said he would open that chain of communications.

Since that time, I met with Joe Sullivan, executive director of the Sewerage and Water Board, representatives of the Department of Public Works, City Planning, and the company that prepared the

city's master drainage plan. The city's master drainage plan clearly shows the large drain line from Willow to Claiborne along the Northwest and the Audubon Boulevard side of Tulane Stadium is not sufficient to handle the current runoff from the area, much less handling additional runoff from the stadium. This was backed up by a statement to an engineer overseeing the lines, the recent water lines that were added on Audubon Boulevard, who also said that culvert is not handling the load it's supposed to.

Greg Otis: Is there a question?

Table 9 Representative: Yes. Yes. Patience, OK?

Greg Otis: We have an agenda. OK?

Table 9 Representative: I understand. Just be patient. Over the years, the insufficient drainage from the Tulane tract between Willow and Claiborne has exacerbated the flooding on Claiborne Ave., Calhoun, Palmer, Nashville, etc., due to improper drainage, improper infrastructure to handle the drainage from that tract. The new comprehensive zoning ordinance, scheduled to go into effect the first of next year, requires that a project the size of the stadium retain excuse me detain on minimum of 1 inch of rainfall excuse me the first inch of rainfall.

To my knowledge, Tulane's plans do not currently have this provision, thereby compounding neighborhood flooding and heavy rains. Permeable concrete and storage under the field are two of several options open to Tulane. In closing, and it's not a question, it's a statement. Tulane must be required to upgrade the drainage of the area as part of the stadium design and construction to minimize the flooding damage to our neighborhoods.

Greg Otis: Thank you.

Audience: Applause.

Yvette Jones: Well, as I said earlier, to even get a permit to construct this project, we are going to have to go through a rigorous process with the city on, particularly, drainage. And I'm sure that all those issues, if they are, in fact, the case, will be brought up at that time. So, in addition to developing our own plan, I know the city is going to put restrictions on us and make certain that we do handle our drainage with the facility.

Greg Jones: Thank you very much. I appreciate it. That's a good assessment of the situation I guess. Table 10—we don't have anybody over there, right? So I think we've finished all of the table presentations, is that correct? I didn't miss anybody. Did we miss anybody? Great. President Cowen said that he would offer some comments at the close of this evening's event, and also entertain some questions, so we would like to invite him to the front to be able to do that. Dr. Cowen.

Audience: Applause.

Dr. Cowen: First of all, I want to thank you all again for being here tonight. And I know many of you have attended the other two forums. I want to assure you the feedback, the questions that you've asked, are very, very helpful to us. Very helpful to us. Even though I have not attended the two other forums, I actually have read the transcripts from those forums, as well as gotten briefed from my staff about every single meeting.

I know it's frustrating at times because we don't have the exact answer to every question you have, but you know this is an evolving process. And we are deeply committed to making sure that we do get answers to the questions that you raise. And one of the reasons that we handed out the FAQs is so you can see that we are compiling a longer and longer list of your questions and our answers, and that some of the things, clearly, that you have given us insight on are influencing how we are thinking about the project. I know this is been very frustrating for many of you, as it has been for us.

But I want you to look at the fact that we, through this process, are trying to figure out the right way to communicate with one another and to take a challenge like this and move it forward. And that's what neighbors do. And I appreciate that. And I understand that Tulane can be more effective in what it does and we will try to be more effective. And I hope, also, out of this, you will get a better understanding of our values and how we operate. And we take this process very, very seriously. The question was raised, and I want to reiterate it again.

I think in the end that the thing that will give you the most comfort about the seriousness by which we take this conversation is that we are prepared to enter into with the city an enforceable agreement. That agreement will cover many of the topics that have been of concern to you, from usage to noise to

lighting, and others that are appropriate for the operations of the stadium. So, on the one hand, we want to be responsive and codify the answers that we had given to you so you have comfort that in fact, we will fulfill what we said we would, and if we don't, there are the appropriate remedies. On the other hand, I hope you will respect that, in the some cases, we have to maintain flexibility. And we'll try to find that fine line between both of them. The question came up is will we have any more meetings?

And Yvette answered it absolutely correctly. We are committed to continue, after the agreement, having meetings and gathering input, because as you've heard, this process is going to take several months to get through. And, in cases, a couple of years before we open that stadium. And I think it's important that you be kept abreast all along about what we're doing. And once again, if you have concerns, that you articulate them.

I also want you to know that we haven't just been doing these forums. We have, for several months, been conferring with the Mayor's office, and their staff, and with as a matter-of-fact, Bill Gillcrest and Cedric Grant are here from the Mayor's office, and have been at every single meeting. We have communicated regularly with Councilmember Guidry and other members of Council, and will continue to do that.

And we have met with individual neighbors, when requested, on issues that we can answer for them. So, I don't want you to think that the only means of communication that we've had is simply these forums, as powerful as these forums have been.

You know, Tulane University has been here, at this location, over 100 years. So we take very seriously our notion that we are part of the neighborhood. And we know that you also have a very strong vested interest in that neighborhood. And the only way that we really have a quality of life is that we all have it, as much as we can. And understanding, you can't – it's hard sometimes to balance everything, but we're going to do the best we can. So you have that commitment from us.

We anticipate that the next get-together forum will probably be in September, Yvette? It would seem the logical time because that will give us some more opportunity to get some answers to some of the questions you've raised today. And you've raised some very interesting suggestions, which we'll take under consideration.

And we'll do as much as we possibly can to continue to be sensitive, and we ask the same in return to us, also. And I think if we go into it with that spirit, we'll wind up, in the end, with a great project—not just for the University, but for New Orleans. And for those of you who have been in New Orleans when Tulane Stadium used to be there, you know what an important part it was to the fiber and the culture of this community, and to the neighborhoods, quite honestly.

And please remember, the stadium that we're going to build is about a third the size of the stadium that was there before--about a third of the size of it. So, I am pleased to actually hear this dialogue tonight, and pleased to hear the questions you just threw at our list of panelists, those that they had the answers for and those that we know we have to get additional answers.

So let me stop here, and see if there are some questions that you may have for me. I am not an expert on drainage. I'm not an expert on many of the topics that we have talked about, so I may defer to my colleagues on the panel. But there may be some questions at a very high level that even a President can wind up answering if they're at a high enough level, and I'm delighted to do that while we're here together. And we won't do that by table. You raise your hand, and we'll bring the microphone around and anybody can ask it and I'll keep answering the questions, you know, for as long as I can do it and you can stand listening to me.

Greg Otis: And what we'd ask is that whoever is asking the question state your name, please. Your question?

Audience Member: My name is Winn Stoutz. I understand that you plan to close Versailles Boulevard, from Claiborne to Fontainebleau Drive. I live there. I'm told I'm going to have to have a permit to go home. Who's going to issue the permit?

Dr. Cowen: Doug, do you want to answer that question? Now, you're getting above my pay grade, so I'm going to turn to the consultants here.

Yvette Jones: The plan has been that – there are two streets on the north side of Claiborne that have potential tailgating neutral grounds, Versailles and Audubon Boulevard. And so, in the original plan that was worked out by the consultants, there was to be traffic or security control at the street, with permits that are issued to residents and then to their guests who want to come. So that is part of what we presented at the last meeting – where there is a permitting process so you can get in and out of your homes.

Audience Member: Is Tulane going to issue the permits?

Yvette Jones: I don't know – is it—Doug?

Doug Thornton: No. We have our traffic and parking consultant here who can answer that question for the restricted access areas. And, again, we're still working through the details of how this would be implemented, but Saleem can give you a general description.

Winn Stoutz: What if Versailles Boulevard is closed off and I can't get home.

Saleem Hafza: You would be able to get home. Basically, right now, the way we have it set up is it would be done through an on-line system. And right now, we don't have the exact way of doing it, either with an access code, through e-mail, e-mail blast-out to the community, but you will get a – it can even be done through a sign-up process.

Greg Otis: And I'm correct in saying—again, I think I said it earlier – we're not talking about closing streets. We're talking about controlling access with permits, and that's on the game day type situation, so it would be an online permit, at least, what was discussed last time. OK. Thank you.

Audience Member: My name is Tricia Becker. I live at 73 Audubon Boulevard. My home has been identified by your architects as being the closest to the project. Boo-hoo on me. It's not so much as that, but it's the idea that this can just be thrust down people's throats the way I feel this has been done. And I have seen for the past 30 years what type of neighbor Tulane has been. And I'm sorry to say, I'm not happy about the things you've done in the past. And I'm supposed to trust you when I have a 20 foot barrier between you and me and 30,000 people. I am scared to death.

I'm scared about my property values. I'm scared about my quality of life. I feel like, basically, what my husband has worked our entire lives is being taken away. And if it can happen to us, it can happen to anybody. My legs are shaking. I'm scared. I've had horrible things happen to my family in this city. I am scared. Recently, there was a plane or a helicopter that buzzed so close to our house for over two months.

When I called Tulane Security, they told me they didn't know what it was. It always occurred after 11:00 o'clock at night. What I eventually found out, by accident, was there was a movie being made on Claiborne Avenue. It felt like a terrorist attack. Twenty

feet between me and your stadium doesn't make me feel comfortable.

And I don't think it makes a lot of people in this room feel very comfortable. And as far as security, I don't have it. Second District Police laughed when I called to complain. They said, call the Mayor's office. I don't get any response from the Mayor's office. I know he's gone now. Help. I am scared.

Dr. Cowen: I have to say that in this—it always concerns me. I feel what you're saying to me. It's genuine. It's sincere. And all I can pledge on behalf of the university, because we have been there a lot of years is to do the very best we can. And if there are things that we do wrong, then we need to know about them and we will try to improve them.

Tricia Becker: [Inaudible]

Dr. Cowen: I understand. As I said, I think our pledge is to be the best partner we can be. And we're not perfect, and given the size of our institution, I wish everything was perfect all the time. But it's not.

Tricia Becker: Thank you. The next time that I'm victimized in this life, that's what I want-- is your eyes looking at me, because if I am going to be victimized, I want you to know it. I want you to see me.

Greg Otis: Other question. Yeah. Right here.

Audience member: Hi, President Cowen. My name is Jack Devergne. My questions concerns an issue that hasn't been addressed at one of the previous meetings but, because you're here, and thank you for being here. I would like to hear your take on it.

We were told that, I believe by Yvette, at a previous meeting that if a parking garage was built, I think it was the Rosen Lot on Claiborne Avenue, it would net an additional 400 or so parking spaces. My question is, well, that would mitigate, to some extent, some sentiment of the neighborhood because it would improve the situation year-round for the residents in the neighborhood, not just on game days. So my question is, will the University, as sort of a mitigating effect, reconsider building a parking garage on the Rosen Lot.

Dr. Cowen: You know, we have our parking expert right here. And the advice that we have been given by the best experts is that that is the wrong thing to do, that it will actually create more problems for

congestion. And the best solution to what we want to do to minimize it and disperse the traffic is through the park and ride.

So this is our own consultants providing that advice, and I don't know if you want to comment further on it, but obviously we considered all options and have had studies, backed up by facts, that suggest that the park-and-ride is the best way to do it.

Doug Thornton:

Before we turn it over to the parking experts and Saleem, let me say that President Cowen is correct. That, in a stadium operation, a parking deck is not an ideal solution because it is elevated, as you know, and the people that are parked on the top of the garage, if it's four or five floors will not be able to get out and the traffic congestion that you would have on the exit after a game would be increased.

And it would cause more problems for us than otherwise might be caused if we had the shuttle. That's the whole reason why we designed the shuttle program. It's just not feasible to have a parking deck at a stadium operation like this in this setting. And we experienced the same challenges at the Superdome with the parking decks that we have there for those of you that have visited for games. And Saleem you may want to comment on this further in terms of how it affects traffic in other areas.

Saleem Hafza:

Well, basically, if you had 400 cars trying to exit out of one small exit, it would take probably about two to three hours to get them out. Also, because the shuttle load zone is there on South Claiborne, you know, there will be 9 to 11 bus load zones in the proposed plan. By having them there you won't be able to put very many parking spots in the Rosen Lot even. What we'd like to do is take all the parking and move it, and that way, you keep the traffic to a minimum.

Greg Otis:

Thank you. On that side of the room? Ron? Your side of the room?

Audience Member:

Bill Schultz. I haven't heard anybody talk about the benefits to the neighborhood and the neighbors and the community surrounding the university for a stadium. And what would happen to property values in this area?

Dr. Cowen:

Does anyone have any particular insights that they want to add?

Yvette Jones:

The benefits [Inaudible]

Interposing voices: [Inaudible]

Doug Thornton: Well, let me, from a third-party perspective, if I may—I believe that this will be a very valuable thing for the community as well as Tulane. Bringing Tulane football back to the campus will have a positive impact on everyone in this area, I believe.

The enjoyment that the students will have in going to the games on campus, the community spirit that it will engender in the neighborhood. I know that many of you are nervous about the proposition of it coming back. But I believe it's going to be a very positive thing for the community and a very positive thing for the University and the students who enjoy the campus life.

Dr. Cowen: What I would add to this is I can't tell you the number of people in the last six months who have come up to me who lived near the old Tulane Stadium. And they speak of it with such fondness, and I'm talking about people in the neighborhoods where you live – with fondness, with passion, with stories of their children going to the game, selling programs, doing parking. I mean, it is amazing.

And it says to me that clearly, at the time the original Tulane Stadium was here, it had a very positive impact on the neighborhoods. And a lot of that spirit we hope will come back. The other thing I think we have to also remember is we are building a football stadium. The season is 12 games. We may play 6 or 7 home games. And we would hope that maybe we would get 30,000. The rest of the year, it is highly unlikely – I don't want to say would never happen—it is highly unlikely that we would ever get—a usage of that would come anywhere close to 30,000.

We'll use it as the practice field and all the things that are in your FAQ. But those are not going to generate 30,000 people. So, as I said, if we were fortunate, we would get 30,000 for six or seven home games as we go forward. And I want you also to remember that because it will not be what I think some of you have envisioned—every day, 365 days. It will not be.

Audience Member: President Cowen—

Greg Otis: Name?

Audience Member: My name's Kirk Groome. I'd like to ask for you and some of your staff to take a look at the agenda for the next meeting and see if—

don't tell us that you've decided to move the commissary from one place to another or whether the time for the TV trucks' arrival is between two and four hours, and now it's going to be five. In other words, I'm sure all of that was interesting to some people, but our concerns were slightly different. And as far as that man's concern on what the community gets out of it, depends on the size of his yard, as to how many cars he can park there and charge. That's the view.

Audience: Interposing voices. [Inaudible]

Dr. Cowen: I would like to respond to part of your question. First of all, as you know, we do a—we take transcription of all of this and post them. So the comments you made about the agenda and when we get together, we'll obviously take seriously. And we want to see significant changes from what we've talked about at prior meetings that seems to resonate with people.

Greg Otis: OK. We have time for one or two more questions here. Over there?

Dr. Cowen: Oh, yes. Go ahead.

Greg Otis: You have one. Go ahead. Sorry.

Audience Member: Hi, I'm Laura Sylvester. My question is, if you're going to have an agreement between the City and Tulane University, and Yvette had mentioned that when Bobby had said who is going to be hammering these points out, where do the neighborhoods get a voice in this? Tulane has a voice. The Mayor's Office has a voice. I know Representative—Councilmember Guidry represents us, but the people, the actual residents and citizens – who's going to be able to part of this set-up before we have an agreement? OK?

Dr. Cowen: Sure. First of all, we'll all get guidance from the Mayor, because the Mayor has already begun to reach out to various people in the neighborhoods. And I suspect that the Mayor, who will be the objective go-between, will try to reach out to various neighbors as he already had, to make sure that as we put the agreement together, it reflects what the neighborhoods have. Who those individuals or groups are? That I can't say. But I am confident that the Mayor is committed to making sure that happens.

Audience Member: The Mayor. The Mayor is not here. People in this room are here. We have a voice. We deserve a voice in that our Councilmembers

are there. The Mayor left early. He's not really looking out for our interests, with all due respect.

Dr. Cowen: Your voice has been heard tonight and represented here.

Audience Member: [Inaudible]

Dr. Cowen: Your voice has been represented in this forum and other forums and other media. And those are the voices that are going to wind up in the agreement. So what I would suggest is if you all have suggestions from yourself, because if there's 250 people here, who knows if there's 250 different organizations or people, then I would suggest you give those thoughts to the Mayor as guidance about what would be legitimate voices for the neighborhoods, because I know he has that desire, as we do also.

But we need someone to bring us together to get an agreement. He has offered to do that, and we have taken him up on that offer.

Greg Otis: Very good. I think one more. Here.

Audience Member: President Cowen. My name is Jeff Darling. I have an undergraduate degree from Tulane and most recently finished by Masters, and I am now seriously considering getting my Ph.D. at Tulane, so I would like to think that my passion for Tulane runs pretty deep. Tulane's given me the chance to serve my community, to have a great education, and also to have a wonderful social life and get to experience New Orleans, which I wouldn't have had otherwise.

But one of the things I feel like has been truly lacking in my experience as a student is a winning football team to cheer for, and what I hope is that maybe through this on-campus stadium, and the funding, and you know, CuJo's doing really well with recruiting right now, so I hope that that tide will turn.

What I'm asking for is hopefully to hear from you what your vision is in terms of Conference affiliation, finances, putting forth a winning team, and when we build a stadium that's only 25,000 seats, 30,000 capacity, obviously a winning team will bring that number if not more, so what are your thoughts on expansion for that? And obviously, they all would like to hear about the expansion. For me, I really just want to see a team that goes 12 and 0, so I can tell all my Tiger fans to go suck it.

Audience: Laughter.

Jeff Darling: And I can say that I would love to get my Ph.D. here, but I'm considering schools with better teams because I would like to have that engaging –

Audience: Laughter.

Jeff Darling: I would like to have that chance to cheer on a team with my friends while I get a Tulane-level education, which is rare, because it's such a great university.

Dr. Cowen: Let me make a general observation, without naming names of any institutions anywhere in America. There's sometimes an inverse correlation between the winning record of the football team and their academic reputation. Not always, but occasionally. So I don't think that should be the judge of whether you want to get a Ph.D. at a particular institution.

Audience: [Inaudible] is looking pretty good right now.

Dr. Cowen: Right now they are, but I'll take you back to their record five years ago, and it wasn't looking so good.

Audience: True.

Dr. Cowen: So let's answer your question. A football stadium, in and of itself, is not going to make us a winning team. It's one component of several pieces of a pie—having the right coach, making sure we have the right staff, making sure we have the right support system for the student athletes. Those are all the other components.

And we've made a commitment that we would like to upgrade our football team so it is not just competitive in Conference USA, it is competing every single year for the championship in Conference USA. And we have been very, very clear about that.

I think that will bring pride to the team, to the University, and quite honestly, to the community, to think that we have a competitive team that's winning championships and going to bowl games. Now, some people would say this is a mission impossible, because we haven't had that kind of team.

We've had seasons occasionally, for the last 50 or 60 years. So if you look over the last 50 or 60 years, we have actually averaged 2 ½ winning seasons per decade. And I would like to change that

and have it such that we actually have winning teams all the time. And once again, I think that will be a big benefit to everybody if we can do it. And that's what our goal is. And we think that's an achievable goal and we'd like to believe that we stand for excellence on the academic side, and we should be equally skilled on the athletic side, as we are in many of the sports.

We are in Conference USA. A 30,000 capacity, 25,000 seat stadium is at the lower end of the size of stadiums in Conference USA. We are fine with that. Can you ever envision a time where it could be expanded? You never say never. But quite honestly, right now, we'd like to build a 30,000 capacity one and see that the 30,000 gets used.

Greg Otis: Thank you. You want to—

Dr. Cowen: I'll take a couple more. Sure.

Greg Otis: OK. Here you go.

Audience Member: I'm Robert Rosen. This is a very simple and short question. Has any consideration been given to a covered stadium that would mitigate the light pollution, noise pollution, provide a better fan experience, season-wide practice, and all-weather practice facilities?

Dr. Cowen: The answer is we did actually look at it a couple of years ago. And it would probably take the cost of the stadium project from \$50,000,000 to over \$100,000,000, and we'd probably wind up using it six times a year or seven times a year. So it's not a cost-effective solution at all.

Greg Otis: OK. Anybody else? All right. Well. Thank you very much.

Dr. Cowen: Folks, thank you very, very much, and we'll see you again in September.

Audience: Applause.