



AO
&a

QUALIFICATIONS PACKAGE

SERVICES
FOR
THEMED ENTERTAINMENT,
HOTELS,
RESTAURANT, RETAIL & HOSPITALITY

JANUARY 2015



**HONG KONG DISNEYLAND
CINDERELLA CASTLE AND SKYLINE**

Project completed by Don Goodman while with Walt Disney Imagineering.



**WALT DISNEY WORLD - ANIMAL KINGDOM
TREE OF LIFE**

Project completed by Tom Acomb while with Walt Disney Imagineering.



TUTTO ITALIA AT WALT DISNEY WORLD'S EPCOT
WALT DISNEY WORLD

Project completed by AO&A in 2014.



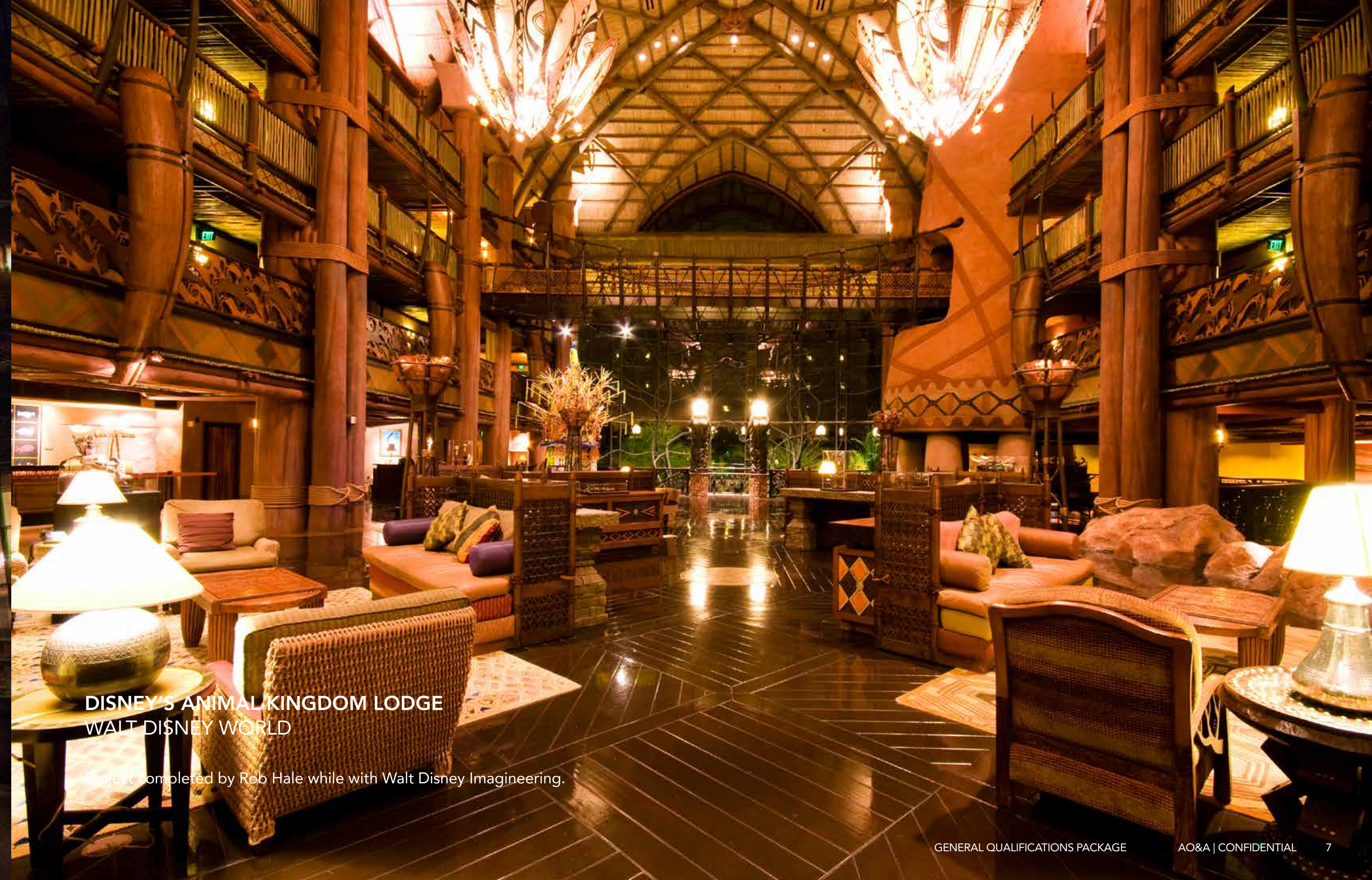
HONG KONG DISNEYLAND
MAIN STREET PARADE

Project completed by Don Goodman while with Walt Disney Imagineering



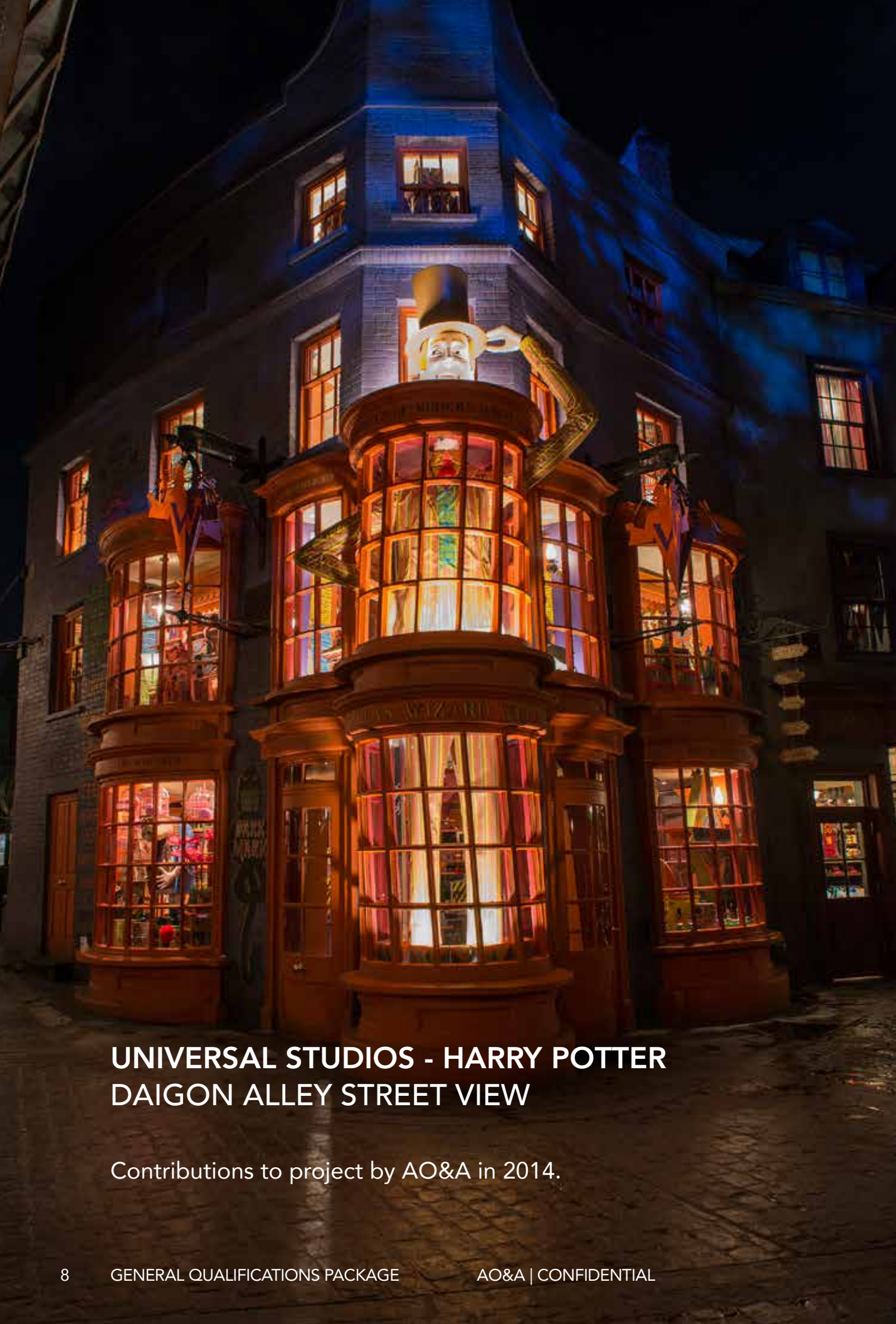
UNIVERSAL STUDIOS - HARRY POTTER
DAIGON ALLEY STREET VIEW

Contributions to project by AO&A in 2014.



DISNEY'S ANIMAL KINGDOM LODGE
WALT DISNEY WORLD

Project completed by Rob Hale while with Walt Disney Imagineering.



UNIVERSAL STUDIOS - HARRY POTTER
DAIGON ALLEY STREET VIEW

Contributions to project by AO&A in 2014.

TO THE CLIENT

We would like to thank you for this opportunity to present our company vision, our philosophy and our team qualifications for your consideration.

We have paid close attention to the development industry, and to the patterns and challenges it has faced in the last ten years. Observations made clear that the industry has experienced cycles of fast growth, driven by a growing market and a high demand for quality product. Where some may find the trends daunting or discouraging, we see fantastic opportunity and the potential for world-changing success. We believe our unique approach to development can make the critical difference for any project. We have good reason for the confidence we place in ourselves and in our practices.

SUCCESS IS MANDATORY

Acomb, Ostendorf & Associates is a company built on a record of success. Our team has been assembled from the best talent in the industry. Every member of our team has literally decades of experience with world players at the top of the industry. In particular, we all have long associations with the Walt Disney Company and Walt Disney Imagineering. Our careers have been defined by projects that succeed; even in the most challenging circumstances. We like to be involved with game-changing projects that others can only strive to emulate. We like to make a difference.

STORY IS THE KEY

We have been trained and tested in the storytelling traditions of the Disney films, theme parks and resorts. Our mentors were the people who built the first Disney theme parks and hotels, the pioneers of storytelling in themed developments. Our own team is directly responsible for creating many of the greatest attractions and unique resorts currently operating worldwide. We understand the power of story. We have seen time and again how a worldwide audience responds to good story in a rich and compelling environment.

THE AO&A DIFFERENCE IS STORY AND STRATEGY

It is one thing to dream up fantastic creative concepts, but these ideas must be translated into practical, buildable and operable realities through real world limitations like budget. We believe our expertise in these disciplines truly sets us apart. Our creative team is well-versed in the practical realities of construction, just as our business and project management teams are immersed in the creative culture. This fusion of Left Brain/Right Brain skills and strategies influences everything we do.

THE PROJECT OF YOUR DREAMS IS OUR DREAM TOO

Our combination of passion and practicality drives us to search for new ideas that will inspire and delight your guests. We envision a project that can surprise, inform, thrill, and enlighten; but we also know how to turn real world challenges and limitations into opportunities for creative innovation.

WE TAKE OWNERSHIP

Our approach is to make ourselves an essential part of your company, as if we were employees and stakeholders, equally invested in the success of your project. We make our decisions as if we were the owners and investors. We constantly examine our history, identify our best practices and strive to improve the ways we work.

WE KNOW THE MARKET

Our life experience in the industry gives us confidence in our methods, our connections and our creative and business instincts. We have observed and tested what works and what does not work in the world's most successful developments. The projects on which we cut our teeth have set high standards that our competition still strives to reach. We bring that level of vision and know-how to every project.

OUR NEXT STEP

We believe the expertise we bring to your project will be critical to your project's success in a new and challenging market. We allow ourselves a certain pride in our achievements, and constantly challenge ourselves to improve and innovate.

Again, we thank you for your time and attention and look forward to sharing our talents and perspectives for you and your unique opportunity. We hope our team's genuine excitement and love of the game come through and open the opportunity to discuss further the future for your project vision.



I-DRIVE 360
ORLANDO, FLORIDA

Contributions to project by AO&A in 2014.

INTRODUCTION

OUR METHODOLOGY

AO&A IS SOMETHING NEW AND DIFFERENT

In the competitive market of hospitality development we have assembled a rare team of in-house experts and world-class consultants who share our commitment to vision, quality and measurable real-world results in tens of thousands of keys internationally.

OUR FEET ARE FIRMLY ON THE GROUND

We strive to integrate creativity and common sense. We are confident in our ability to deliver high-impact value with pragmatic know-how and fiscal responsibility.

SUCCESS IS LONG TERM

We build rewarding experiences that have lasting value, that continue to generate excitement and revenue over the long haul. We believe that quality drives repeat business.

WE STAY IN OUR GUEST'S SHOES

The desire to take part in a grand adventure or an intriguing story is common to all people. We believe that good story is an act of empathy. We consider every aspect of the guest experience with this in mind.

WE PROVIDE MORE

Our company is much more than attractive concept art and quick consultations. We are a one-stop shop for every stage of your project. We are keenly focused on guiding your vision to its best potential, and then making sure that it really happens.

WE SPECIALIZE IN LEFT BRAIN/RIGHT BRAIN INTEGRATION

We are a one-of-a-kind company. Our expansive menu of creative and project-related services reflects our diversity. Our experts specialize, but are also part of a broad culture of world curiosity and industry knowledge.

WE DREAM TO DO

Nothing excites us more than a challenge. We relish rolling up our sleeves and getting to work. We are energized by taking on new ideas and discovering untapped potential.

SHIP YARD BREWERY
WINTER PARK, FLORIDA

Project completed by AO&A in 2014.



THE WORLD IS OUR CREATIVE CANVAS

ASIA

DEVELOPMENT LEADERSHIP
Tokyo Disney Seas
Hong Kong Disneyland
Shanghai Disneyland Steering Committee for Deal Negotiations (Active)
Attractions in Tokyo: Buzz Lightyear, Tower of Terror, Monsters Hide and Go Seek, Winnie the Pooh, etc.
Toyko Disneyland Hotel

BRAND STRATEGY
Cirque du Soleil
Sony
Chanel/Elizabeth Arden/Jurlique
Discovery Channel/Animal Planet/CNN International
TIME magazine, Wall St. Journal
Allied Domecq
Isuzu Motors
MasterCard

ATTRACTION DESIGN & DIRECTION
Magic Lamp Theater 3-D at Tokyo DisneySea
StormRider simulation attractoin at Tokyo DisneySea
20,000 Leagues Under the Sea
Captain EO 3D Experience Revival
Star Tours inspired by George Lucas

CREATIVE, DESIGN & PLANNING
Executive Creative Advisor of Universal Studios Korea
Executive Creative and Placemaking Advisor to 8th Wonder International in Seoul, Korea and Singapore
Universal CityWalk in Osaka, Japan
Multiple theme parks, resorts, mixed use design in Singapore, Hong Kong, Malaysia and Korea

PROJECT MANAGEMENT
Shanghai Disneyland base park
Universal Studios Singapore expansion
Singapore Maritime Museum
Wanda Wuhan Cultural & Movie Theme Park
Parisian Hotel renovations, Las Vegas Sands Corp., Macau
Corai Sands Theater, Macau
Other Theme Parks in China currently under development, confidential
Las Vegas Sands Corporation, EuroVegas Predevelopment Team
Universal Studios Dubai, Predevelopment team

EUROPE & MIDDLE EAST

DEVELOPMENT LEADERSHIP
Disney Studios Paris
New Disney Cruise Ships - Disney Dream and Disney Fantasy
Val D'europe - a new town in Paris
Many Attractions - Space Mountain, Buzz Lightyear, Tower of Terror

BRAND STRATEGY
Chanel
Cirque du Soleil
Porsche
Giorgio Armani
La Perla
Frette
Allied Domecq
CNN International
Discovery Channel/Animal Planet
The Body Shop/Elizabeth Arden
Unicredit/Mediobanca/Banca Mediolanum

ATTRACTION DESIGN & DIRECTION
Armageddon - Les Effets Speciaux
Captain EO 3D Experience Revival
Star Tours inspired by George Lucas

CREATIVE, DESIGN & PLANNING
Executive Creative Advisor to Film Master Group

Ferrari World theme park Abu Dhabi, UAE
Multiple theme parks, resorts, mixed use design and planning

NORTH AMERICA

CREATIVE, DESIGN & PLANNING
Universal City California Master Planner
Universal Orlando Parks & Resorts Senior VP of Design & Planning
Co-Founder of Universal Creative, Universal Parks & Resorts creative think tank responsible for the creation, implementation and rejuvenation of Universal Studio's-entertainment destination projects worldwide.

NBC Universal Executive
MCA, Inc. Recreation group VP of Design & Planning
Vivendi Universal Entertainment Executive

DEVELOPMENT LEADERSHIP
Animal Kingdom, Florida
Celebration and Golden Oak - Residential Projects
Hotels: Wilderness Lodge, Bay Lake Towers, Coronado Springs, Pop Century, All Star Hotels,
Attractions: Illuminations, Millennium, Rock N Roller Coaster, Stunt Show, Buzz Lightyear, Expedition Everest, Mission Space, Soarin, Finding Nemo at Living Seas
Disney's California Adventure
Grand Californian Hotel and Timeshare
Aulani project
Various Timeshare Projects (10+)

BRAND STRATEGY
Cirque du Soleil
The Borgata/Fontainebleau hotels
Dreamworks Animation/Paramount Pictures/Warner Brothers
CNN/ABC/NBC/Discovery Channel/Animal Planet
Condé Nast Publications (Vogue/Teen Vogue, GQ, Bon Appétit, Allure, Glamour...)
Time, Inc. Publishing (TIME, Fortune, InStyle, Martha Stewart Living,...)
CAA/United Talent (Oprah, Sarah MacLachlan,...)
Budweiser, Miller/Coors, Molson, Jim Beam Brands (Bookers, Knob Creek...)
California Pizza Kitchen/Veggie Grill
MasterCard

OPERATIONS & INDUSTRIAL ENGINEERING
Ripley's Aquarium of Canada
Oakland Zoo
High Museum of Art
San Francisco Museum of Modern Art
Chicago Museum of Science and Industry
RTP (Ski resorts ticketing systems)
U.S. Capitol Visitor Center
Statue of Liberty
Fort Worth Children's Museum
Sea World San Antonio
Monticello Museum
San Diego Zoo

ATTRACTION DESIGN & DIRECTION
Fly Over Canada Flying Ride Attraction
Adler Planetarium Immersive Experience
Finding Nemo Submarine Voyage
Epcot's The American Adventure
Land of the Golden State - Disney's California Adventure Theme Park
Soarin' Over California Hang Gliding Ride Experience
It's Tough to be a Bug! 3-D Experience
Honey, I Shrunk the Audience 3-D Experience
Mickey's PhilharMagic 3-D Experience
Pleasure Island Entertainment/Retail Center
Portraits of Canada CIRCLE-VISION® 360 motion picture
The ExtraTERRORestrial Alien Encounter
Hall of Presidents
Captain EO 3D Experience Revival
Star Tours inspired by George Lucas

PROJECT MANAGEMENT
Disney's Animal Kingdom base park Opening Team
Universal Studios, Harry Potter Land, base park
Universal Studios, Harry Potter Land, expansion

Various Universal Projects
Legoland Florida Waterpark
Orlando Eye at "I-Drive Live"
Shipyard Brew Pub
The Palm House
Wyndham
Gramado
Morrocco Pavilion - Epcot
France Pavilion - Epcot
Hamister Group - Niagra/Bedrock
Orlando Eye Pre Show
Baha Mar – The New Riviera
Fried Chicken Co. Restaurant - Legoland
Harmon Corner – Large Format Video Display
House of Good Fortune Shop – Epcot China Pavilion
L.L. Bean Outdoor Activity Center
Tutto Italia & Tutto Gusto – Epcot Italy Pavilion
Via Napoli - Epcot Italy Pavilion
Sea Dog Brewpub
Yakitori House Epcot World Showcase – Japan Pavilion
Legends of Chima - Legoland
Arnold Palmer Hospital for Children
Lights! Motors! Action! Extreme Stunt Show
Mission: SPACE – Epcot
The Conservatory at Hammock Beach Resort
The Hampton Inn
The Tesoro Club at Port St. Lucie
Cape Eleuthera Resort and Yacht Club
Great Whale Cay
Bella Collina Private Club
Buzz Lightyear Space Ranger Spin/ Buzz Lightyear Laser Blast
Cinderella Castle 50th Anniversary Decoration
Disney Cruise Line Launch - Disney Magic and Disney Wonder
Disney's Animal Kingdom Lodge
Ginn Sur Mer
Mickey's Toontown Fair - Disney's Magic Kingdom
MuppetVision 4D Gift Shop - Hollywood Studios
Ocean Towers at the Hammock Beach Resort
Seaside Mariana Resort
The Hilton Garden Inn
The Hotel Hanover at Dartmouth College
The Walt Disney Studios Park
Walt Disney World Millennium Celebration
Walt Disney World's 100 Years of Magic Celebration
Babycakes at Downtown Disney
Raglan Road at Downtown Disney
Morimoto at Downtown Disney

AFRICA

BRAND STRATEGY
Bill Gates Foundation/United Against Malaria
Cirque du Soleil
CNN International

AUSTRALIA

BRAND STRATEGY
The Star & the Darling (casino hotels)
Cirque du Soleil
Kahlúa
Jurlique skin care
Allied Domecq

OPERATIONS & INDUSTRIAL ENGINEERING
Auckland Zoo

SOUTH AMERICA

BRAND STRATEGY
Sony Pictures Entertainment
MasterCard
Allied Domecq

INDUSTRY TALENT - GLOBAL REACH





BELLA COLINA CLUBHOUSE
MONTEVERDE, FLORIDA

Project completed by Rob Hale while with Walt Disney Imagineering.



WALT DISNEY WORLD EPCOT
ILLUMINATIONS - REFLECTIONS OF EARTH

Project completed by Mike Ostendorf while with Walt Disney Imagineering.

SERVICES



TOKYO DISNEY SEAS
MEDITERRANEAN HARBOR

Project completed by Don Goodman while with Walt Disney Imagineering.

OUR “SPECIAL FORCE” APPROACH

Because every job we work on is unique, we customize our management services to best fit each client and project – offering a “special force” of talent to help build every distinct environment. Our team can assist you in creating an extraordinary, fun, and memorable experience for guests by providing any or all of the following services.

COLLABORATE & INVESTIGATE

Collaborating with client project teams, we help create initial concepts and preliminary plans for any project. Relying on our strong connections and insight and expertise from years of experience in the hospitality, entertainment, technology and media industries, we assist clients in laying the groundwork for each project, including:

- Due Diligence Research
- Concept Pro Forma
- Feasibility Analysis
- Team Workshops & Think Tank Discussions
- Preliminary Visualization
- Define the Mission: Qualitative & Quantitative Goals

DEPLOY, DESIGN & TEST

On behalf of owners, our team will shepherd each project from the concept stage through design – at all times ensuring that the design remains consistent with vision, budget and schedule. We identify and help resolve problems early on to avoid hidden costs or unexpected delays. This portion of project management includes:

- Design Management
- Creative Strategic Assessment
- Value Engineering
- Production & Construction Team Building
- Procurement Planning

CREATE & DEFINE

The evolving and innovative nature of the themed entertainment and hospitality industry presents its own challenges. We help clients create clear, comprehensive financial estimates and schedules for “big idea” concepts so that decisions can be made as swiftly as the industry changes. Our services in this regard include:

- Concept & Program Development
- Site Analysis
- Risk Assessment
- Cost Estimation
- Project Scheduling
- Delivery Methodology & Team Building

BUILD & REALIZE

Once the design is complete, we will spearhead training, documentation, and warranty processes involved in the project's construction – helping take the guesswork out of what will happen when the job is actually complete. This final element of our service includes:

- Bid & Award
- Construction Management
- Monthly dashboard reports
- Manage quality as transitions from design to construction
- Change process management
- Outfitting, Delivery, and Turnover



DISNEY'S ALL STAR SPORTS RESORT
WALT DISNEY WORLD

Project completed by Rob Male with Walt Disney Imagineering.

TEAM MEMBERS



MIKE OSTENDORF

Managing Principal

Mike Ostendorf brings over 20 years of hospitality and entertainment executive management experience to every AOA project. He has crafted a keen ability to keep projects on target while navigating through the constant constructive adaptability that is required to build themed environments. The value of Mike's contributions in themed and luxury hospitality development exceeds \$4B. Having served as Chief Operating Officer of The Ginn Company, Vice President of Project Management for the Cumming Corporation and in senior project management for Walt Disney Imagineering, Mike has a diverse background to apply to any new endeavor.

He currently acts as executive project manager for many of the international third party participants at Walt Disney World in Orlando, serving as a liaison and executive manager between external developers and multiple Walt Disney departments. From the board room, to the drafting tables, to the construction site, Mike understands what it takes to actually realize even the loftiest of creative ideas and streamline them to successful projects and guest experiences from all perspectives. It is his multi-faceted experience mixed with his passion for finding value in every complex challenge that makes him an exceptional leader of the AOA team.



TOM ACOMB

Managing Principal

Tom Acomb brings more than 20 years of experience in design, production, and development of unique entertainment and hospitality projects to the leadership of AOA. He has traveled a dynamic career from building Disney's

Studio Park in Paris, France to feature film and mega-media event production throughout the US, to the themed entertainment venues onboard Disney cruise ships in Venice, Italy. Tom has also served in various leadership roles as President of Olympia Development in Portland, Maine as well as senior manager of theatrical design and production with Walt Disney Imagineering for 10 years, lead production manager with Disney Creative Entertainment, and Project Executive at The Ginn Company.

He is an avid proponent of the importance of the integration of theatrics, technology, and the inevitable "audience" which he learned from production experience in both the film and attraction business. His balanced passion for creativity, innovation, and real-world business make him a stellar forward focused leader of the our team.



WALT DISNEY WORLD MAGIC KINGDOM NEW TOMORROWLAND

Project completed by Micheal Lingerfelt while with Walt Disney Imagineering.



DON GOODMAN

Project Development

As President of Walt Disney Imagineering(WDI) starting in 2000, Don Goodman was responsible for leading the organization that created Disney theme parks, hotels, cruise ships, water parks and resort entertainment venues around the world. In addition to his Imagineering duties, Goodman also oversaw Disney Creative Entertainment, the division responsible for the stage shows, parades and fireworks shows at the theme parks; Disney Regional Entertainment, the unit that operates eight ESPN Zone restaurants in the United States; and New Business Initiatives, the group charged with developing new lines of business for the Walt Disney Parks and Resorts domestic market.

Goodman began his Disney career in 1990 as Director of New Business Development- Corporate Strategic Planning for The Walt Disney Company, with responsibility for all site acquisition, entitlements, design and construction of Disney Vacation Club resorts.

In 1995, Goodman was named Vice President of New Business Development-Sports with DDC. In this capacity, he developed the Anaheim Stadium renovation plan in connection with The Walt Disney Company's purchase of the California Angels, and also directed business development efforts for the ESPN Zone restaurant concept.

After the merger of WDI and DDC in 1996, Goodman became Vice President and General Manager of Attractions Development for Imagineering's operations in Florida, where he led the team responsible for the development of new attractions for all Walt Disney World theme parks, water parks, resort development.



RICK ROTHSCHILD

Creative Director / Production

Blending a unique set of entertainment skills developed over 40 years in the world of theater, Disney theme parks, media and museums, Rick Rothschild founded FAR Out! Creative Direction. Bringing deep technical knowledge together with strong creative perspective, Rick provides both vision and directional skills that enable him to integrate complex ideas, systems and stories, to deliver them effectively and efficiently as a complete entertainment product.

Along with the responsibility of creatively directing and producing over 25 unique Disney attractions during a 30 year tenure as a creative senior executive at Walt Disney Imagineering, Rick lead and participated in a variety of concept development teams that explored new attractions, theme parks, and other resort, recreation, and immersive experience related business lines. His work at Disney also included consulting with a number of prestigious museums and educational institutions.

After retiring from Walt Disney Imagineering, Rick helped bring two groundbreaking attractions to multiple Disney theme parks around the world; the 2010 revival of the 3D experience Captain EO, starring Michael Jackson, that Rick helped originally create in 1986; and a whole new George Lucas inspired Star Tours attraction, which received industry recognition with a 2012 THEA Award for Outstanding Achievement. In the 20 years since the Themed Entertainment Association was established, six Imagineering designed and produced projects, in which Rick has been involved, have been recognized with the THEA Award for Outstanding Achievement.

Rick's vast project accomplishments include Disneyland's Finding Nemo Submarine Voyage, EPCOT's The American Adventure, Soarin' over California, Mickey's PhilharMagic, and Walt Disney World's StormRider. Rick received his degree with honors in Theater Design from Lawrence University and attended the MFA Theater Arts program at UCLA. Prior to joining Disney, he served as scenic and lighting designer and techincal director on over 100 productions. In 2011, Lawrence recognized him with an award for distinguished achievement in his field. Stormrider - Walt Disney World; Paris Captain EO - Disney (multiple loc.) The American Adventure - EPCOT Mickey's PhilharMagic - Disney



ROB HALE

Senior Project Management

Rob Hale has enjoyed over 25 years in the construction and project development industry thus far and brings diverse, in-depth knowledge to both his team members and to every project he manages. His organization and punctuality bring his projects in on budget, on schedule, and without litigation. Rob prides himself on his ability to streamline his team's management and to keep them accountable to each stage of a project.

Throughout Rob's previous employment with Walt Disney Imagineering, he gained extensive experience as a construction manager. Working on Disney's Animal Kingdom Lodge, he was responsible for overall scheduling, budgeting, and quality of the project as well as managing conceptual and schematic design teams for Civil, Landscape, and Hardscape. Rob also managed the design of all outbuildings, sports venues, and sport related components of remaining buildings at Disney's Wide World of Sports.

Rob brings to AOA a love for innovation and creative problem-solving skills that allow him to excel as a Project Executive. His passion for building, inspiring, and managing teams that think outside the box creates uncommon results in a fun, and productive environment.



ARTHUR PRICE

Senior Project Manager

Arthur Price contributes over fifteen years of hands-on construction management experience with emphasis in Life Science, Retail, Hospitality, Entertainment and Commercial projects to the AOA team. He has held previous Project Management positions with: KBR Building Group, MAPP Construction LLC, and T&G Constructors. Arthur has worked on projects for various universities and institutions throughout the state of Florida in addition to collaborating on construction efforts for The Westin Hotel, Don Shula’s Steakhouse at the Westin, and a local Wal-Mart Supercenter.

As a Project Manager at AOA, Arthur develops and manages engineering design intent throughout the life of the project while interfacing with external engineering and technical consultants. He is responsible for managing project budgets and ensuring schedules and deadlines are met. Arthur sets the strategic direction for his projects and is the driving force behind the developments he oversees.

Arthur’s passion for Green Construction and interest in Leadership in Energy and Environmental Design give him the ability to excel as a Project Manager, to enhance productivity, and to contribute his diverse skill set and experience to the AOA team.



BONNIE KERSTEN

Project Manager

As Managing Director at AOA, Bonnie Kersten concentrates on client service, handling project program development and management, conceptual design, and marketing and business development. After seven years in business development and design management for IDEA, Inc., Bonnie brought the expertise she honed working on a variety of dynamic cruise, hospitality, and entertainment projects to AOA - including The Orlando Eye and various guest experiences at Walt Disney World’s Epcot.

From Alaska to Jamaica, with a stint at HGTV thrown in for good measure, Bonnie has been involved with virtually every facet of numerous multi-million dollar projects – and now works directly with clients, helping them navigate the sometimes uncertain, but always exciting, journey from generating the initial “big idea” to creating the final, spectacular guest experience.



VES BAXTER

Senior Project Manager

As a Project Manager at AOA, Ves is responsible for managing all aspects of our clients’projects beginning in the design phase and continuing through to the completion of construction. Ves’s skillfulness in project management, business development, and supportive leadership contribute to his proficiency in his position with AOA and reflect his dedication and commitment to his team and to his projects.

Ves Baxter brings more than 28 years of experience working in the construction and hospitality industries to the AOA team. He contributes his skills obtained from working for the US Army as a Combat Construction Engineer for 6 years as well as providing management services for a wide variety of new construction, repair, and renovation projects valued from \$50K to more than \$400M.

Throughout his career, he has managed various themed entertainment attractions including Walt Disney World’s “Soarin” Attraction at Epcot; Walt Disney World’s Expedition Everest at Animal Kingdom; and the SeaWorld Waterfront Renovation at SeaWorld Orlando. His recent hospitality project management efforts includes multiple Wyndham properties as well as renovation work at Disney’s Epcot including the China and Italy pavilions.

Ves’s positive attitude, enthusiasm for client service and a job well done make him a integral component of the AOA team.



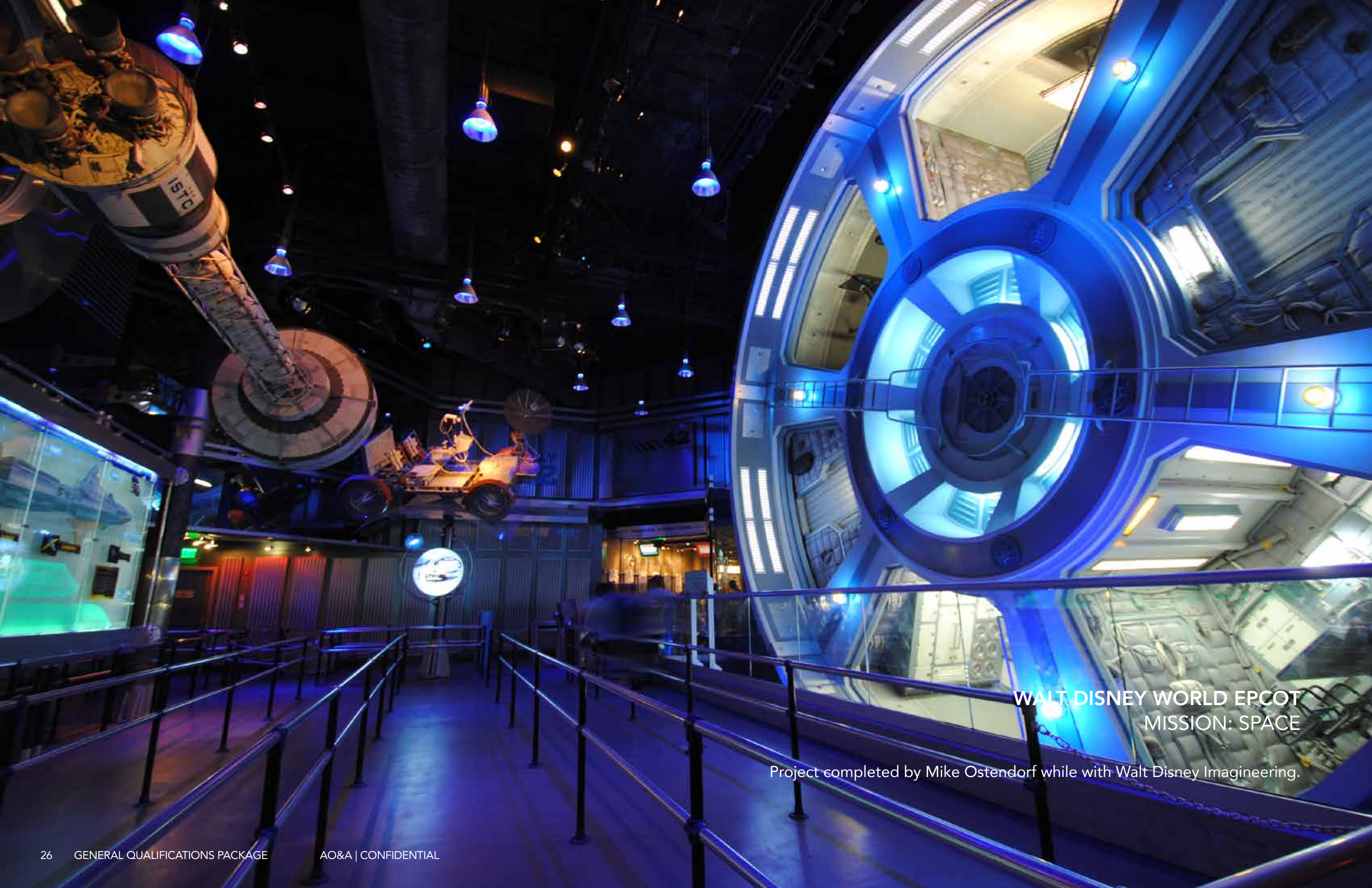
OKSANA WALL

Senior Project Manager

As a Senior Project Manager, Oksana contributes over 16 years of exceptional entertainment industry experience to the AOA team having worked in many roles in a variety of different projects and settings. Her diverse roles and expertise in engineering, design, management, inspection, and maintenance of new and existing rides, shows, retail and restaurants for major theme parks in Florida and abroad has afforded her invaluable experience that allow her to work on a wide span of projects with emphasis on the “big picture” as well as the specifics of design.

Her mult-faceted achievements and work ethic form a stellar foundation for her many contributions to the success of AOA. From various Walt Disney World Resort projects at Epcot, Disney’s Hollywood Studios, Animal Kingdom, Magic Kingdom as well as the Waterparks, Resorts, and Entertainment District to Universal Studios Islands of Adventure , Universal Studios and Universal Singapore, Oksana has been involved in the success of an extraordinary portfolio of projects.

Having joined the AOA team in 2012, Oksana jumped right in at fast pace in picking up senior project management roles for multiple fast-tracked projects at Walt Disney World Epcot World Showcase. Her admired drive and leadership propel the momentum of exciting renovation projects at both Epcot’s France and Morocco Pavilions.



WALT DISNEY WORLD EPCOT
MISSION: SPACE

Project completed by Mike Ostendorf while with Walt Disney Imagineering.



RAYMOND FUNK

Senior Project Manager

As a Project Manager for AOA, Raymond Funk contributes over 20 years of diverse project management experience that highlights his ability to manage people and the design process while maintaining attention to detail in his “big picture” mentality. With a Bachelor of Science in Architecture as his foundation, Raymond has worked in various leadership positions through which he has cultivated his interpersonal, communication, and problem solving skills.

During Raymond’s employment as an Operations Development Owner’s Representative at Walt Disney World Resort, he led a team that represented the operational interests of new resort hotel design, construction, and turnover. This role presented him the opportunity to manage multi-million dollar project budgets, engage in forecasting project specific labor budgets, manage permitting and licensing processes on both state and local levels, and participate in contract preparation and development oversight processes for WDW’s operating participants.

Previous experience as the Director of Operations, Integration, and Quality Assurance for Ginn Development International, as well as his former Construction Management position for Santa Fe Healthcare contribute to Raymond’s proficiency as a Project Manger at AOA. His competence in gaining group concensus and his expertise in leading numerous aspects of the project development and construction process allow him to excel and



DARRYL PICKET

Creative Development

As a writer for the Central Florida theme park industry for nearly 20 years, Darryl contributes a depth of knowledge in creative content, show scripts, corporate storytelling, and marketing copy. With roots in the Walt Disney Company staff, he consulted as a script writer, show writer, and voice talent. Darryl’s recent provisions include a character dialogue and cut-scene scripting for the hit video game, Kinect Disneyland Adventures; as well as narration for the 15-minute Walt Disney World Railroad attraction at Disney’s Magic Kingdom.

Previously trained in voice and acting, Darryl has performed with the Santa Fe Opera, Central Florida Lyric Opera, Orlando Shakespeare Theatre, and numerous regional and community theaters. He is currently performing at Sleuth’s Mystery Dinner Shows - allowing his on stage creativity to translate into the workplace and into his immediate project development.

In the fast-paced environment of entertainment focused project management at AO&A, Darryl has worked on scripting and directing a 4-dimensional preshow film to accompany the Orlando Eye attraction. From the concept of the show to the execution of filming, Darryl’s passion for theatricals and love of the arts has been the driving force of our creative team.



JACKIE FLUMERFELT

Design Manager & Project Planner

With the skills covering landscape architecture, land planning and development of conceptual story lines, Jackie brings an intuitive understanding to branded design objectives, with particular emphasis on the development of themed entertainment and the guest experience.

Jackie has worked in a variety of multi-disciplinary teams throughout the United States and the Caribbean. She uses the principles of authenticity and sustainability through innovative design with the on projects residential, resort, cruise, entertainment and theme parks.

Previous project experience includes Shanghai Disneyland Resort Hotels were Jackie lead design and project management, conceptual development theming and conceptualization for multiple Disney Vacation Club properties, project concept design lead and project manager for new ports of call in Jamaica, Belize and British Virgin Islands for Royal Caribbean Cruise Lines, Disney Cruise Lines and Norwegian Cruise Line.



DOUG CROSBY

Senior Project Manager

Doug is a dynamic individual, with a result-focused mentality. As an executive project director, he combines his experience in environmental design and 22 years of hospitality development with industry leaders such as Walt Disney Imagineering, Ginn Company and Wyndham where he designed and built retail, residential communities, resort hotels, vacation clubs, clubhouses, restaurants and entertainment venues.

As an integral member of world class real estate development management teams, Doug is considered a gifted manager of multiple, complex projects across the United States and internationally where he consistently executed his projects within planned specifications, quality standards, budgets, and critical timelines.

Working for professional consulting firms in real estate development, design management, construction services and owner representative services, Doug has gained experience all over the world with responsibilities ranging from providing real estate development planning to design management, coordinating with development and construction directors on new resort product, expansions, upgrades and/or renovations to existing site.



DANIEL BERTONE

Senior Development Manager

From Argentina to Los Angeles, Daniel has studied and worked for over 20 years in the creative, structural worlds of architecture and construction. His enthusiastic outlook on these industries was fueled by an important role model in his family, allowed Daniel to appreciate and dedicate himself to his work. That enthusiasm has driven his passion to make things happen – reality is what drives his projects success.

His career was taken to another level as a Senior Project and Design Manager for Ginn Development International. Daniel was given the opportunity to work on Ginn Sur Mer in the Bahamas where he lived and experienced what the Caribbean has to offer.

Daniel is a key player in the success of the many AOA projects and his hard working and passionate attitude is directly related to him being a successful leader.



BOB WARD

Planning & Design Director

Robert Ward’s 40-year career has been focused on leisure and entertainment within the theme park and resort realms. Bob has established himself as a respected veteran of the industry, leading large, multi-disciplinary teams in the conceptualization, design and production of resorts as well as experiencing great success in the world of the theme parks and attractions.

In his 20 years with the Universal Studios theme parks and resorts, he was a co-founder and director of the general creative think tank development team and key management personnel. Bob is recognized as instrumental in repositioning the origins in Hollywood for the film and television business “industrial tour” into a new pioneering brand in the Universal Studios theme park trip ideas.

Bob led the conceptualization, planning and overall integrated resort design in a “Signature Placemaking” methodology as President for Universal Orlando Resort in Florida where he directed all aspects of the multi-billion dollar global premiere entertainment resort. As the global brand grew, Bob focused on the strategic planning and expansion worldwide, including new business development and overall site planning of Universal Studios Japan, Osaka and greater Asia and Europe.

The contribution of international themed entertainment and experience design was acknowledged by the industry in 2009, and awarded Bob the internationally renowned THEA Lifetime Achievement Award.



BOB LAMB

Operation Director

Bob Lamb has over three decades of experience in theme park program planning the operational development. To date, the most successful project guided by Bob is the extremely successful \$800 million development, Disney's Animal Kingdom. Bob's responsibilities included animal program development, operations planning, team development, project planning, budget development and marketing input.

In his nearly 30 year career with The Walt Disney Company, Bob was instrumental in the growth of many world-renowned Disney parks and resorts and their successful operational output. At Disney, Bob was part of the opening of Space Mountain, worked in Epcot Center project development, and assumed operational responsibility for Epcot when the park opened. After Epcot, Bob contributed to Disney's MGM Studios, where he eventually managed as a Vice President until he was assigned to the Director of Development where he worked managing the overall parks and resorts business. In this role, he was providing global support overseeing new and existing Disney properties from an operational efforts perspective.

Bob's career focus has been within the world of theme parks; providing project development and opening day planning, organizational structure and business development standards, HR strategy, employee training and team development and operating budgets.



MICHAEL LINGERFELT

Architect & Concept Designer

With more than 34 years of experience in design, construction and project delivery, Michael Lingerfelt's high-energy executive approach to leadership and project management yields well developed, multi-disciplined design teams and a vast portfolio of attractions. As a results-driven executive, Michael has the proven ability to lead large, complex projects with a total of over \$3.6B of hard construction built to date.

As President of Architecture and Design at Lingerfelt International, Michael is responsible for establishing strategies and directing Architectural and Engineering efforts as the Client's LEED Representative on sustainable projects throughout the United States, early concepts for major themed development. Among many other attractions and locations, he has implemented his project management skills working with Darden Restaurants (including Bahama Breeze, Longhorn Steakhouse, Olive Garden, and Red Lobster), Sea Dog Restaurant, Bohler Engineering, I-Drive Live, and Walt Disney World EPCOT Center.

In addition to Michael's expansive list of clientele and accomplishments, he served the architectural profession as President of the Florida Chapter of American Institute of Architects and has been a resource for communities that have been devastated by natural disasters. Michael has overseen the concept development, design, and construction management of a diverse portfolio of projects from theme park



JIM DAVIS

Concept Renderer

Having spent the last 20 years in the design world, Jim has touched on just about every aspect of design from a simple graphic to a complete themed land and everything in between. Jim specializes mostly in the imaginative show development and the design of the Theme Park, Retail, and Entertainment Industry. From concept to completion, Jim creatively art directs and manages all aspects of the design and production process.

Jim has built a company that specializes in the strategic planning of immersive entertainment destinations. Whether it's a theme park, water park, retail environment or exhibit, Jim develops one-of-a-kind experiences that engage, educate, and emotionally drive consumer connections with extraordinary brands.

Project experience includes Nickelodeon Land - Pleasure Beach Resort, Walt Disney World Resorts, The Wizarding World of Harry Potter - Universal Studios Orlando, and SeaWorld Parks & Entertainment.



DAVID ACOMB

Architect & Concept Designer

David Acomb brings 30 plus years of diverse architectural experience to each of his projects. He has provided design, project management and construction administration services in themed design, entertainment design, restaurant design, commercial design, recreation design, hospitality design, public safety design, health care and government design.

Employment with Walt Disney Imagineering early in his career profoundly influenced his appreciation of design on human experience and a critical attention to detail. No matter his role - principal in charge, project designer, or project manager, his no-ego approach, leadership skills and work ethic have guided project teams and clients to successful project completion. One of his greatest strengths is designing with an appreciation of constructability, budget, and schedule. His penchant for innovation and out-of-the-box thinking led to designing fire fighter training into stations and changed fire station design on a national level. He has written and lectured on this topic for fifteen years.

David regularly teams with locally based architects and has worked on projects from Hawaii to Rhode Island. In recent years, he is privileged to have worked on projects for Walt Disney, Merlin Entertainment, HMS Host, Orlando International Airport, Ginn Resources, McDonald's Corporate, Maui County, Hawaii and numerous cities in the continental United States.

STUDIO SUPPORT

RICHARD CORMIER

Concept Estimator

Throughout his thirty year career, Richard has served as Vice President, Senior Project Manager, Principal Estimator, and Designer for a variety of large engineering and development companies. In 2008, he founded Cormier Cost Management, LLC, where his reputation for excellence in preconstruction services, concept estimating, and scope development have allowed him and his team the privilege of advising on some of the most advanced projects in the luxury resort and themed construction industries.

Richard has led the cost management effort on dozens of signature projects for such clients as Walt Disney Imagineering, Universal Creative, Las Vegas Sands Corporation, the Ginn Company, and other major companies throughout the world.

Richard currently leads the cost estimating group responsible for full service estimating support to our many valued clients and is the primary due diligence officer for all cost estimating and Value Engineering efforts at AOA.

From Concept through Construction Documents, Richard and his team have the depth and expertise to develop and refine both scope and budgets for even the most challenging themed projects.

DAVE COALTER

Sr. Development Manager

As CEO of Coalter Digital LLC, Dave’s duties include growing and managing his company with one full time employee and two freelance artists. He creates the majority of the animation/vfx, manages project timelines, delivery of projects, and emphasizes interfacing and understanding the engineering clients needs. Dave works hand-in-hand with his clients to define a storyboard that will clearly communicate their message, whether it be marketing, technical, or high level concepts of operations. Dave acts as both director and producer on film and vfx shoots. Through his managment, Coalter Digital LLC averaged a gross of 333K per year, over five years.

Prior to managing his own company, Dave worked with Harris Corporation as Animation Director, responsible for creating cinematic animated concept of operations for high level presentations, trade shows, design reviews, marketing communications, and congressional briefings; and as Mechanical & Systems Engineer where he created mechanical designs and assemblie of complex systems.

Dave’s impressive portfolio includes projects: EOD Haptic Robot, winning 2 Addy’s: Best of Show - AAF Space Coast and National AAF Addy, Sound Design; Unmanned Systems, winning Gold Region 4 Addy’s: Sales Presentation, Cinematography, Sound, & Design.

DAN CHRISTMAN

Project Manager

Dan leads the Entertainment and Sports Market Sector at exp. His responsibilities include leading client relationships, setting project goals and direction, and contributing to the building systems designs. His expertise in designing new theme parks, rides, shows, aquariums, zoos, retail and restaurants has helped produce numerous successes for internationally recognized entertainment clients.

For the past 15 years, Dan has designed with exp, playing an integral part of the schematics for many successful entertainment projects, including locations at: SeaWorld Parks & Entertainment, Universal Studios, Walt Disney World, Hard Rock, Ripley’s and a variety of zoos and other hospitality enterprises both in the United States and internationally.

DAN ANTKOWIAK

Storyboard Artist

From Los Angeles, California to Orlando, Florida, Dan has served as an artist - creating storyboards, music videos, commercials, themed entertainment and movies. His broad reach of clients demonstrates his creative capacity; his clients include artists Ben Harper, Rick Romania, Disney, Sea World, Lockheed Martin, Lexus, Kid’s Foot Locker, FedEx and Orkin hotel.

In addition to his storyboard artist role, Dan teaches at the highly acclaimed Full Sail University in Orlando where he has establishment courses in film making. His passion for graphic expression influences with students to create truly inspired thinking.

Dan’s has worked on exciting projects with Disney and Universal, ranging from 2008 US Open to the “Dark Knight.” Locally he is involved with the Orlando Eye 4D Pre-Show.

DARRELL RATLIFF

3D Renderer & Animations

Darrell started his successful 3D animation firm in 1999. One of the first to produce architectural animations creating an industry which is now global.

The founder, Darrell Ratliff, worked with Disney on the Lion King developing consumer products when he was introduced to Pixar’s The Toy Story. From that day in 1994, he was hooked and began the process of learning this trade for years before finally establishing a company to offer this service to the commercial or residential developer who desired to see what he was building before he broke ground. In the early days, entire developments changed design after Pacificom exposed to the investor of a development what exactly it was going to look like prior to building. This art form has now become the standard for developers worldwide.

FRANK BARTUS

Concept Artist

In 1985 Frank founded Genesis Studios, Inc. in Orlando, Florida. Since that time, in his role as President, he has assembled a team of world class architectural illustrators and is privileged to have the opportunity to work with them in exceeding his customers’ expectations.

Frank strives to combine his passion for art with technical expertise and is honored to have worked with world-famous futurist Syd Mead.

With more than 35 years of experience in the field of architectural illustration, Frank is proud to be a charter member of the ASAI and president emeritus.

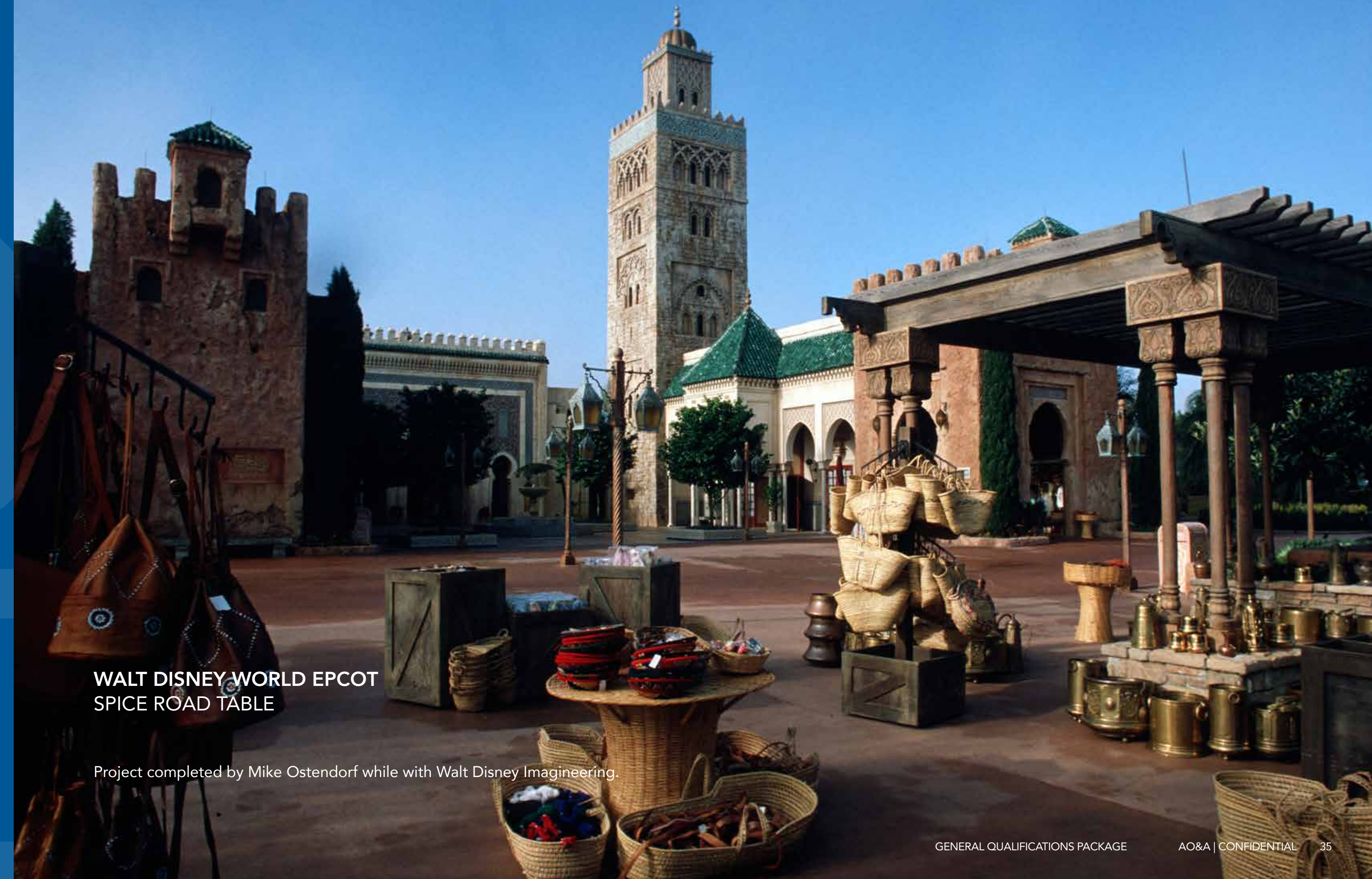
EXPERIENCE

RESTAURANT, RETAIL & HOSPITALITY

AO
&

WALT DISNEY WORLD EPCOT SPICE ROAD TABLE

Project completed by Mike Ostendorf while with Walt Disney Imagineering.



TUTTO ITALIA AT WALT DISNEY WORLD'S EPCOT
Walt Disney World - Orlando, FL



With its Florentine architecture, vaulted ceilings, murals of ancient Rome, sparkling chandeliers, wood-burning ovens and an authentic Italian menu, this new 300-seat restaurant offers an immersive, Old World Italian dining experience.

Contributions:
Turn-key Project Management
AOA led the renovation and new construction of Via Napoli.

Client:
Patina Restaurant Group



SEA DOG BREWPUB
Orlando, FL



The New Sea Dog Brewpub, located off Palm Parkway in the heart of Lake Buena Vista Dining corridor, boasts one of the only Beer Brewing and Dining options in the vicinity of Downtown Disney, the attraction parks and nearby resorts. A former "Crab House" restaurant will be transformed into a nautical themed Brew pub. The Renovation will include a new 85 seat horseshoe bar, 255 indoor and outdoor seats, 30 seat private dining area, and will feature in-house craft beers on tap, a full liquor bar and a Sea Dog merchandise retail area. The restaurant will include an integrated brew room cooler where guests may view the brewing process. 25 plus TV's will be available for viewing sports broadcasts.

Contributions:
Design; RFI and submittal coordination;
Budget; Scheduling; Field management;
Punch/close-out; Turnover



MUPPETVISION 4D GIFT SHOP AT DISNEY'S HOLLYWOOD STUDIOS
Walt Disney World - Orlando, FL



A highly-themed post-show retail experience for the popular Muppetvision 4D attraction at Disney's Hollywood Studios.

Contributions:
Project and Production Management



HOUSE OF GOOD FORTUNE SHOP - CHINA PAVILION EPCOT
Walt Disney World - Orlando, FL



The House of Good Fortune opened August 2011 as a refurbishment of The Yong Feng Shangdian merchandise shop at Epcot's China pavilion.

Contributions:
Turn-key Project Management
The AOA team managed the renovation of the main retail space and exterior marketplace area to facilitate a new merchandise program and presentation strategy. Specifically, AOA oversaw design and construction of the exterior, graphics, a new store layout, interior furnishings, fixtures, and finishes.

Client:
China Pavilion Operation Corporation



SHIPYARD BREW PUB

Winter Park, FL



AOA provided design and construction management services to support the opening of Shipyard Brewing Company's new food and beverage venue in Winter Park, Florida in January 2011. The Brew Pub features a fresh market, bakery, wine room, demonstration kitchen, restaurant, and brewery.

Contributions:
Pre-Development, Design Management, Construction Management



MONSIEUR PAUL RESTAURANT - EPCOT FRANCE

Walt Disney World - Orlando, FL



Owner Representation for Design and refurbishment of a French gourmet dining restaurant. The restaurant is located on the second floor over another restaurant and kitchen that remained fully operational during construction. The refurbishment consisted of complete rework of the kitchen, restrooms, dining room, and lobby of the restaurant. The project is located at the France Pavilion at Epcot in the Walt Disney World Resort. All of the work was performed directly above fully operating venues without any appreciable disruption of those venues.

Contributions:
Owner Representation to Disney (landlord) and Disney internal entities (partners), Conceptual Design Management and Feasibility Evaluation, Cost Estimation; Project Scheduling; Bid Process Management (of both Design and Construction), Design Management, Pre-construction evaluation, General Contractor and other Vendor Management, Turnover and Closeout.

Client:
JBI, LLC



GLACIER - EPCOT FRANCE

Walt Disney World - Orlando, FL



Owner Representation for Design and Repurpose of an old bakery into new artisan ice cream shop. The old space was completely gutted out and re-worked to rework the area development in front of the store to meet code and have more efficient flow of guests, the sales area to improve efficiency, lighting, overall look, and re-configure the kitchen to include new walk-in fridges and freezers as well as ice cream making equipment (all ice cream is manufactured on site). The project was located at the France Pavilion at Epcot in the Walt Disney World Resort. Most of the work was performed right next to fully operating venues (including work over a fully operating kitchen) without any appreciable disruption of those venues.

Contributions:
Owner Representation to Disney (landlord) and Disney internal entities (partners), Conceptual Design Management and Feasibility Evaluation, Cost Estimation; Project Scheduling; Bid Process Management (of both Design and Construction), Design Management, Pre-construction evaluation, General Contractor and other Vendor Management, Turnover and Closeout.

Client:
JBI, LLC



FRANCE BAKERY - EPCOT FRANCE

Walt Disney World - Orlando, FL



Owner Representation for Design and Construction of a new French bakery, 7,000 sf new facility added as an expansion to an existing guest area. The new expanded area includes a state of the art two story high production kitchen and a new Bakery sales area. Also as part of the project, 3,000 sf of existing space were refurbished to add new restrooms, remodel a merchandise area and dining area. The new bakery is located at the France Pavilion at Epcot in the Walt Disney World Resort. Most of the work was performed right next to fully operating venues (an attraction, merchandise area, and fully operating back of house production areas) without any appreciable disruption of those venues.

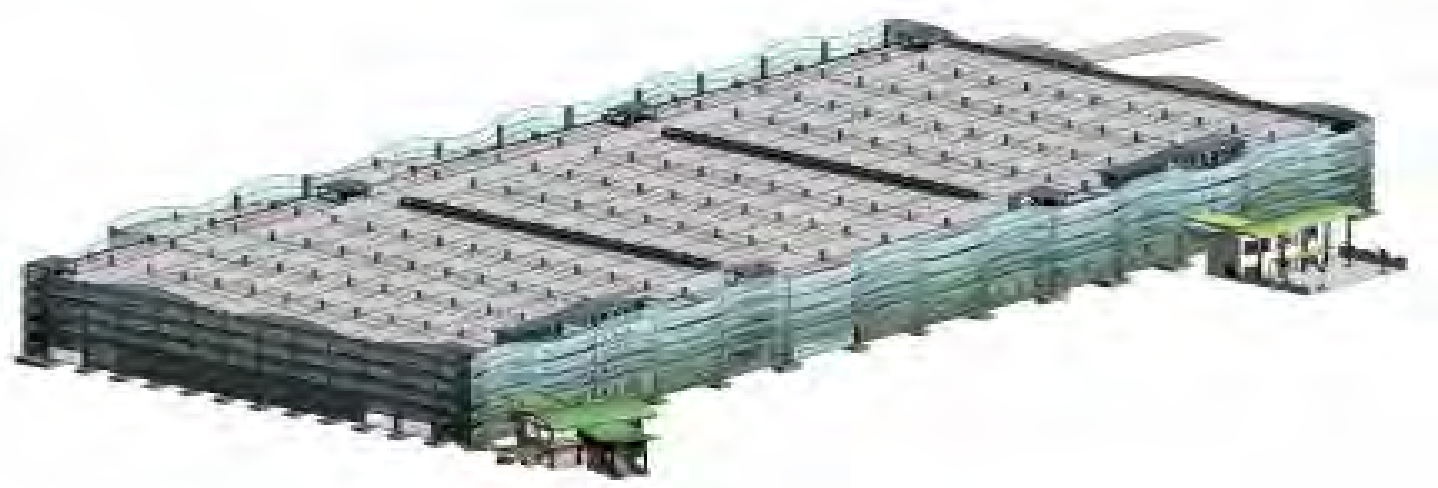
Contributions:
Owner Representation to Disney (landlord) and Disney internal entities (partners), Conceptual Design Management and Feasibility Evaluation, Cost Estimation; Project Scheduling; Bid Process Management (of both Design and Construction), Design Management, Pre-construction evaluation, General Contractor and other Vendor Management, Turnover and Closeout.

Client:
JBI, LLC



DOWNTOWN DISNEY PARKING GARAGES

Orlando, FL



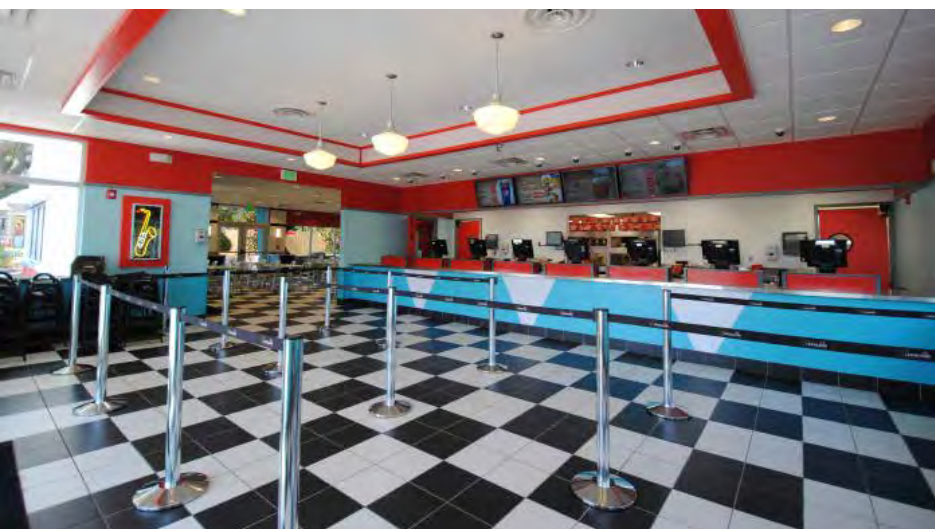
This project consists of two new cast-in-place parking garages, a 4000 space and a 2000 space, adjacent to Downtown Disney Retail and Entertainment District. Both structures will be wrapped in a themed metal facade and will incorporate the latest technology in parking garage guidance systems to enhance the guest experience. The western most garage will ultimately connect to I-4 via a third floor bridge and new connector bridge. Included in the west garage will be operational spaces in support of Garage Operations. Also to be incorporated into the structure is accessible Wi-Fi for guests and operations, video security, and radio repeaters for fire and sheriff's communications. There will be pedestrian access bridges with vertical transportation nodes at each garage to facilitate movement of guests into the Downtown Disney venues.

Contributions:
Cost Estimation and Program Management;
Design Management; Project Scheduling; Bid
Process Management; Construction Management

Client:
Reedy Creek Improvement District (RCID)

LEGOLAND FRIED CHICKEN RESTAURANT

Legoland - Winter Haven, FL



The Fried Chicken Co. Restaurant is based on an existing prototype Chicken restaurant located in Merlin Entertainments Alton Towers. It includes specialized pressure cooking fryers and a modern kitchen equipment layout that allows for fresh never frozen high volume output. Themed as a 1950's All American Diner, the Fried Chicken Restaurant is located in LEGOLAND, Florida's, Lego City. Constructed with CMU, concrete, steel and stucco, the building reflects elements found on the adjacent driving school. Rounded corners and marquee style parapets and signage fit with the 1950's diner theme. The guests entering the building are surrounded with references reminiscent of the 1950's with black and white checkered patterned floor, art deco style lighting, bold colors and a chevron patterned front to the POS counter and millwork. Capturing the time frame there is a jukebox, LEGO guitars, LEGO 45 records, neon clocks and signs along with a large mural depicting a scene from a cartoon LEGO City Diner showing LEGO mini-figures cooking chicken and serving 1950's Greasers and Poole skirt diners. The Diner seats 92 indoors and 108 seats outdoors.

The project was completed in 30 days under an extremely tight schedule and budget in an existing theme park during open hours.

Contributions:
Cost estimating; Design RFP; Contractor RFP; Turnkey financial analysis and tracking through Design and Construction Project Management, including change process management.



WALT DISNEY WORLD - EPCOT
MISSION: SPACE

Project completed by Don Goodman, Michael Lingerfelt, Mike Ostendorf and Richard Cormier while with Walt Disney Imagineering.

EXPERIENCE

THEMED ENTERTAINMENT



DISNEY'S CALIFORNIA ADVENTURE ANAHEIM, CALIFORNIA

Project completed by Don Goodman while with Walt Disney Imagineering.

THE WALT DISNEY STUDIOS PARK
Marne-la-Vallée, France



The Walt Disney Studios Park, built in 2002 as a part of Disneyland Paris, France, included the Rock 'n Roller Coaster; Armageddon: The Special Effects Show; Lights, Motors, Action!; Backstage Studio Tour; The Tower of Terror; i-Zone Interactive Studio; and an array of restaurants and food, beverage and retail carts.

Contributions:
Design and Production Management



MISSION: SPACE AT DISNEY'S EPCOT
Walt Disney World - Orlando, FL



Mission: SPACE is a highly themed, interactive motion simulator thrill ride in which guests become "astronauts" who are launched into space on their very own mission to Mars. This project brought cutting edge ride-system technology together with NASA expertise to create a stellar Disney attraction.

Contributions:
Project Management



LEGOLAND FLORIDA WATERPARK
Orlando, FL



Merlin Entertainment's Legoland Florida opened their new Water Park Spring of 2012. This amenity expands their entertainment offerings and provides a great place for family fun in the Florida sunshine.

Contributions:
Design Management, Construction Management



WALT DISNEY WORLD'S MILLENNIUM CELEBRATION
Orlando, FL



Walt Disney World threw a spectacular 15-month-long celebration at the turn of the millennium. Epcot Center was the focus of the event, with added features such as the magical Mickey Mouse wand atop Spaceship Earth. Due to popularity, the wand remained for years to come to keep that magic alive.

Contributions:
Project Management



LIGHTS, MOTORS, ACTION! - EXTREME STUNT SHOW

Disney's Hollywood Studios Theme Park - Orlando, FL



A 33-minute live entertainment show that follows a movie director, stunt manager, and production crew as they work on a “live” film set capturing “live” vehicle stunts and pulse-pounding chase scenes for an action-packed spy thriller in the south of France.

Contributions:
Project Management and Design & Construction Management



THE ORLANDO EYE AT “I-DRIVE LIVE”

International Drive - Orlando, FL



AOA provided overall project management services and acted as the owner representative for this the predevelopment of this destination. Specifically, AOA was responsible for overseeing The Eye ride system and its integration with the Terminal Building and the attractions and amenities.

Contributions:
Turn-key, Pre-Development, and Project Management



CINDERELLA’S CASTLE DECORATION - 50TH ANNIVERSARY OF DISNEYLAND

Disney's Magic Kingdom - Orlando, FL



In 2005, Cinderella's castle was enhanced with golden ornamentation as part of the worldwide celebration of Disneyland's 50th anniversary.

Contributions:
Design and Production Management



TOY STORY

Multiple Disney Locations - Orlando, FL; Hollywood, CA; Paris, France



From its 1995 debut in Hollywood through the 2006 opening of Buzz Lightyear Laser Blast in Disneyland Paris, AOA team members provided hands-on fabrication of the iconic elements, technology innovation for the ride, and design and program management for the overall process of delivering the mega-hit property in theme park ride form.

Contributions:
Turn-key Project Management



WALT DISNEY WORLD'S 100 YEARS OF MAGIC CELEBRATION

Multiple Locations across Walt Disney World Resort | Orlando, FL



During this resort-wide celebration honoring the 100th anniversary of Walt Disney's birth, the Disney-MGM Studios served as the focal park for the festivities. A 122-foot-tall version of Mickey's sorcerer hat from his famous scenes in Fantasia served as an icon and visual beacon for the celebration. Walt Disney: One Man's Dream served as the centerpiece attraction.

Contributions:
Project Management



LEGOLAND CHIMA

Orlando, FL



Construction of an immersive themed land, ride attraction, splash pad and build and race arena at LEGOLAND, FL theme park – Themed around LEGO's new product brand Legends of Chima, the expansion included an interactive boat blaster and water cannon ride by MACK rides, extensive carved rockwork elements, custom themed scenic treatments, a floating 45' mountain with water effects, water falls, fog effects, interactive audio and video, water triggered targets and fountains, a crocodile and swamp themed splash pad, pop jets, triggered shower fountains, interactive water effects and iconic sculpted elements.

Contributions:
Design Management, Construction Management



ARNOLD PALMER HOSPITAL FOR CHILDREN

Orlando, FL



By creating a memorable and positive sense of arrival through this creative entrance renovation, the hospital's team is able to greet their small patients and their families warmly through the spirit of Disney magic and a cast of characters. The renovation of the entrance to the Arnold Palmer Hospital for Children opened in 2005.

Contributions:
Turn-key Project Management



MICKEY'S TOONTOWN FAIR
DISNEY'S MAGIC KINGDOM PARK

Walt Disney World - Orlando, FL



A place where kids experience gardens, houses, trees and produce as part of the magical experience of Mickey's Toontown.

Contributions:
Project Management



TARONGA ZOO 4D THEATER EXPERIENCE

Sydney, Australia



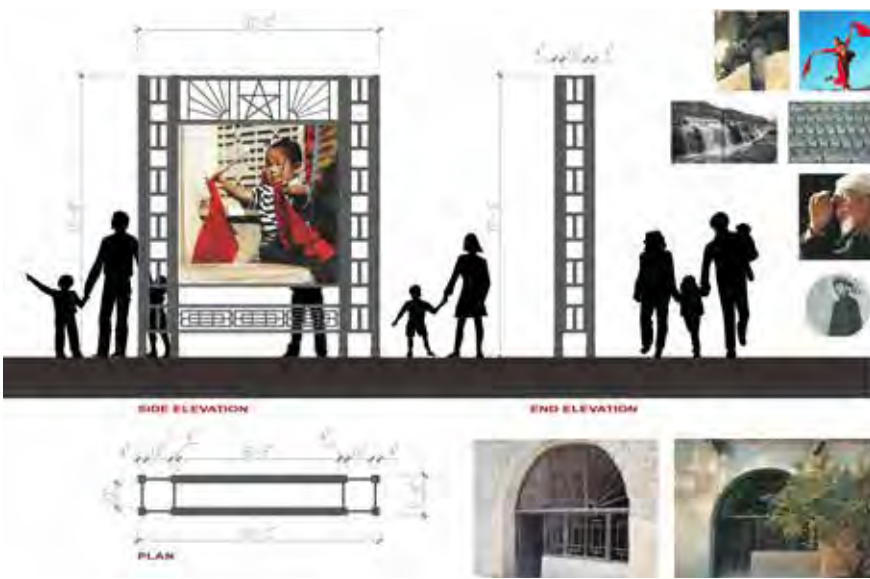
As the centerpiece for the centenary anniversary of the zoo, Taronga is focused on the development of a new 4D theater experience. The theater will transport guests into the natural world from the perspective of animals and their environments. The team developed concepts for the entire guest experience from the entry of the zoo, pre-show, theater and post-show working closely with the client and other local consultant teams with budget and schedule.

Contributions:
Creative Design Team - Architecture and Planing, Project Management, Cost Estimation and Scheduling



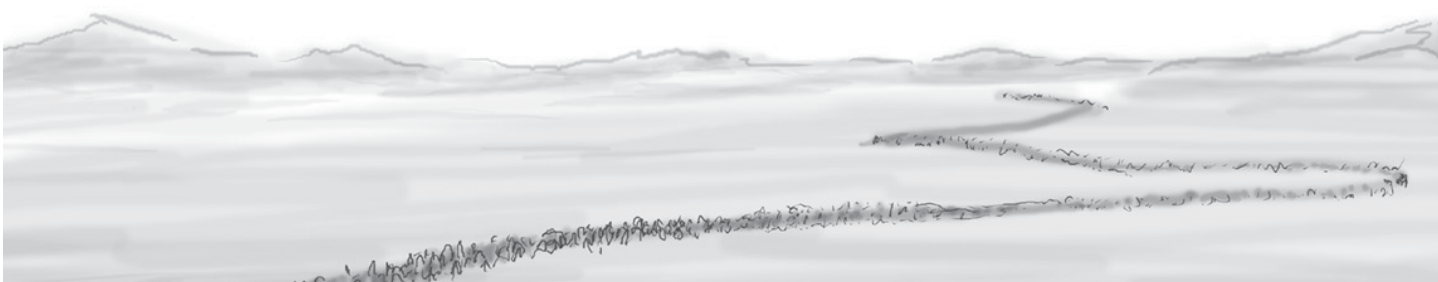
YAN'AN CULTURAL CITY 4D THEATER - THE LONG MARCH

Yan'an City, Shaanxi, China



The Long March is simply an amazing story to tell in a 4D theater experience setting. The team was tasked with months of research to develop a movie that highlighted the most important story in Chinese history. Storyboards, theater architecture, script, interior design and pre-show were all designed hand in hand for the best guest experience. The final deliverable was presented in a design development level to the client.

Contributions:
Screenplay and Storyboarding, Architectural Design Development Package, Interior Design, Production Development Package, Project Management and Cost Estimation



WALT DISNEY WORLD - ANIMAL KINGDOM

EXPEDITION EVEREST

Project completed by Don Goodman, Tom Acomb, Michael Lingerfelt, Mike Ostendorf and Rob Hale while with Walt Disney Imagineering.

EXPERIENCE

HOTELS

AO
&A



DISNEY'S ALL STAR SPORTS RESORT
WALT DISNEY WORLD

Project completed by Rob Hale while with Walt Disney Imagineering.

THEMED HOTELS AT SHANGHAI DISNEYLAND RESORT

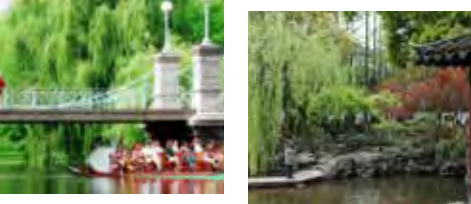
Shanghai, China



Construction on two new hotel properties at Shanghai Disneyland Resort – themed around Disney classics and the more recent futuristic Pixar movies – is slated to begin spring of 2013. The resorts include a large number of guest rooms as well as restaurants, a tea café, a ballroom, pre-function spaces, retail, a business center, a spa, pools, and an ambient waterfront promenade.

Contributions:
Cost Estimation and Management;
Project Scheduling; Bid Process Management
AOA provided a variety of management services as a consultant to The Jordan Companies to support the development of this project – specifically, estimating, scheduling, and bidding efforts.

Client:
The Jordan Companies



THE DISNEY CRUISE LINE LAUNCH:
MAGIC AND WONDER

Disney Cruise Lines



Disney built its first two cruise ships, the Magic and the Wonder, in Venice, Italy. These projects were led by a small, world class team that brought together the best of the cruise industry and the Magic of Disney, and included highly themed restaurants such as Animator's Palette by David Rockwell and Palo Restaurant by Marty Dorf.

Contributions:
Project Management



DISNEY'S ANIMAL KINGDOM LODGE

Walt Disney World - Orlando, FL



Disney's Animal Kingdom Lodge is an authentically designed African lodge-style resort amidst a 43-acre wildlife preserve. A semi-circular design offers expansive views of the surrounding savanna and animal inhabitants. The 1293 room hotel is also recognized as the new standard in the zoological community for its animal care facilities.

This property was awarded the ABC - Golden Eagle Award, Project of the Year.

Contributions:
Concept Development, Design Management, Program Management, Construction Management



GINN SUR MER

Bahamas



This \$4.9 billion development with 1,400 home sites and +4,000 condo hotel units included:

- Palmer and Nicklaus Golf Courses
- 55,000 sq ft Casino
- Mega Yacht Marina
- Private Airport
- Equestrian Facility
- Retail and Dining
- 2 Water Parks
- Exclusive Beach Clubs
- Water Taxi and Gondola Canal

Contributions:
Concept Development, Program Management, Cost Estimation and Management



THE TESORO CLUB AT PORT ST. LUCIE

Port St. Lucie, FL



The clubhouse design is Tuscan influenced and overlooks a 120-acre lake. Architectural features include a barrel-style roof, soaring clock tower, and twin circular staircases. The project included the development of a luxurious spa, various dining options, and a large pool and plush locker rooms.

Contributions:
Turn-key Project Management



OCEAN TOWERS AT THE HAMMOCK BEACH RESORT

Palm Coast, FL



These luxurious three bedroom suites feature private balconies with sweeping views of the ocean-side golf course and Atlantic coastline.

Contributions:
Turn-key Project Management



DISNEY'S ALL STAR SPORTS RESORT

Walt Disney World - Orlando, FL



With approximately 2,000 keys, All Star Sports is one of five resorts which are part of the Disney Value Resorts. The property is decorated with giant novelty items such as SurfBoard Bay, the baseball-themed Grand Slam Pool and a football field, and a giant football helmets.

This property was awarded the ABC - Eagle Award.

Contributions:
Concept Development, Design Management, Program Management,



DISNEY'S ALL STAR MUSIC RESORT

Walt Disney World - Orlando, FL



The All-Star Music Resort, Orlando, opened in 1994 as one of several value-priced resorts, and accommodations range from standard and preferred rooms to ample family suites. True to the music theme, guests can take a dip in guitar-shaped and piano-shaped pools, enjoy water-squirting features, and sing along to songs from Disney classics at poolside movie nights.

This property was awarded the ABC - Eagle Award.

Contributions:
Concept Development, Design Management, Program Management, Construction Management



WYNDHAM GRAND RESORT HOTEL

Bonnet Creek, Florida



The Wyndham Grand Orlando Resort Bonnet Creek is less than 5 miles from the Walt Disney World iconic theme parks. The upscale lakeside AAA Four-Diamond hotel incorporates amenities like an outdoor lagoon style pool, state-of-the-art fitness center, Blue Harmony Spa and 25,000 square feet of contemporary space for any occasion for its more than 2,000 keys.

This property was awarded the ABC - Eagle Award, Project of the Year.

Contributions:
Concept Development, Design Management, Program Management, Construction Management



DISNEY VACATION CLUB - BEACH CLUB VILLAS

Walt Disney World, Florida



The Beach Club Villas are the 4th Disney Vacation Club resort to be built at Walt Disney World. The 205 unit resort opened to guests on July 1, 2002. They are located next to the Beach Club on six acres of land.

The five-story Beach Club Villas were designed by architect Robert Stern reflecting the whimsical architecture of oceanfront homes built in the early 20th century in Cape May, N.J.

The resort consists of studio, one and two bedroom villas. All units feature either a garden or pool view. The resort have pastel colors and wooden porches.

This property was awarded the ABC - Eagle Award

Contributions:
Concept Development, Design Management, Program Management, Construction Management



WYNDHAM VACATION RESORTS AT NATIONAL HARBOR

Washington, DC



Just minutes from Washington, D.C., along the banks of the Potomac, is an innovative city complex called National Harbor. Combining all the best ideas from America's greatest cities, it's an exciting, self-contained area with everything in a vacation destination with 250 timeshare units.

Contributions:
Concept Development, Design Management, Program Management, Construction Management



WYNDHAM OCEANSIDE PIER RESORT

Oceanside, California



Located 83 miles south of Los Angeles and 35 miles north of San Diego, Wyndham Oceanside Pier Resort is situated at the base of Southern California's longest active recreational pier and across from some of Southern California's most beautiful beaches. The property's amenities include outdoor swimming pool, outdoor hot tub, game room, sauna, gym, restaurant, cafe and market.

Contributions:
Concept Development, Design Management, Program Management, Construction Management



WYNDHAM VACATION RESORTS AT GLACIER CANYON

Wisconsin Dells, Wisconsin



Wyndham Vacation Resorts at Glacier Canyon, located in the Glacier Canyon section of Wilderness Resort, promises an unforgettable family experience. This property offers an impressive list of amenities Wilderness Hotel & Golf Resort guests enjoy — including six water parks within walking distance.

Contributions:
Concept Development, Design Management, Program Management, Construction Management



WORLDMARK WEST YELLOWSTONE

Yellowstone, Montana



Yellowstone National Park has been a top tourist destination since its opening in 1872. WorldMark West Yellowstone is the perfect location for seeing the park's hundreds of geysers (including the world-famous Old Faithful), pools of boiling mud, and an amazing assembly of wildlife, such as bears, wolves, bison, and elk. Yellowstone's west entrance is just one block from the resort.

Contributions:
Concept Development, Design Management, Program Management, Construction Management



WYNDHAM LA BELLE MAISON

New Orleans, Louisiana



Wyndham La Belle Maison is located in the famous Warehouse District, two blocks from the French Quarter. This original Franklin Printing Company landmark has been meticulously restored to assure you a delightful downtown stay, including an eight-story skylight atrium centerpiece, historic Crescent City décor, on-site amenities and much more.

This 134 unit property was awarded the ARDA Resort Design Conversion Project of the Year.

Contributions:
Concept Development, Design Management, Program Management, Construction Management



WYNDHAM CANTERBURY RESORT

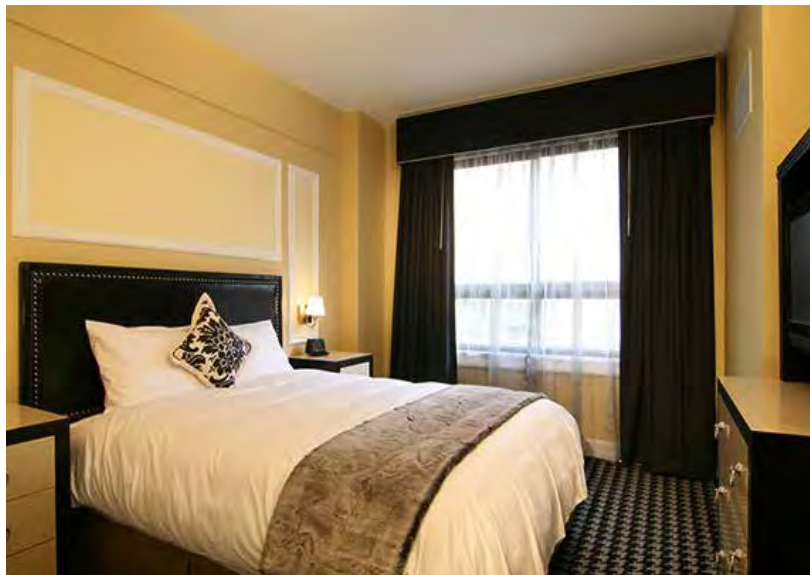
San Francisco, California



At the heart of downtown in one of the most dynamic cities on the map stands the Wyndham Canterbury at San Francisco. This celebrated resort blends a storied past with a stylish present. Having been a famed fixture in San Francisco for more than 70 years, the former Canterbury Hotel and Whitehall Inn has been renovated and updated while maintaining its classic flair.

This property hosts 115 units and received the ARDA Resort Design Conversion Project of the Year.

Contributions:
Concept Development, Design Management, Program Management, Construction Management



QUAILWEST Naples, Florida



Quail West is a private golf and country club community in Naples, Florida featuring Old Florida architecture. This project consisted of \$18M renovation of the world-class clubhouse with tennis facility, indoor pool, restaurant, spa, pro shop, locker rooms, and lounge.

Contributions:
Concept Development, Turn-key Project Management



SHANGHAI DISNEY - DISNEYLAND HOTEL Shanghai Disney, China



Construction on new hotel properties at Shanghai Disneyland Resort includes a resort themed around Disney classics with over 400 keys slated to open in the Fall 2015. The resort include a large number of guest rooms as well as restaurants, a tea café, a ballroom, pre-function spaces, retail, a business center, a spa, pools, and an ambient waterfront promenade.

Contributions:
Cost Estimation and Management; Project Scheduling; Bid Process Management
AOA provided a variety of management services as a consultant to The Jordan Companies to support the development of this project – specifically design management, estimating, scheduling, and bidding efforts.

Client:
The Jordan Companies



HARMON CORNER - LARGE FORMAT VIDEO DISPLAY Las Vegas, NV

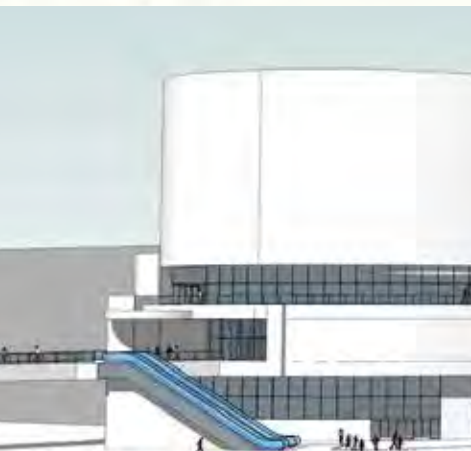


Construction on the exterior shell of the new Harmon Corner, located on the Las Vegas strip, was completed in December 2011. AOA managed the bidding process for BPS Partners for the 65-foot-tall by 320-foot \$10 million dollar video billboard. The screen wraps around this new shopping mall inspired by New York's Time Square and is expected to be the defining feature of the project.

The structure seeks to obtain a silver level certification in Leadership in Energy and Environmental Design for the USGBC.

As of 2012, this screen is the largest of its kind in the United States.

Contributions:
Cost Estimation and Project Management



BAHA MAR – THE NEW RIVIERA Nassau, Bahamas



With over 400 hectares along one of the world's most beautiful white sand beaches, Baha Mar will be home to astonishing surprises and artful luxury unique to the Caribbean—a distinctive melding of world-class hospitality and authentic Bahamian culture through four distinguished brands: Rosewood, Mondrian, Grand Hyatt, and a dazzling newcomer, The Baha Mar Casino & Hotel.

AOA is proud to be serving the BML team with program development and management services for various aspects of the project.

Contributions:
Program Development, Cost Estimation, and Project Management



VILLAS AT REUNION SQUARE

Reunion, Florida



Right in the heart of Reunion, The Villas at Reunion Square, is comprised of 520 condo hotel units. Situated near a host of amenities, these three-bedroom, three-bathroom condominiums provide the ideal location to live it up or settle down, with breathtaking views of a Tom Watson Signature golf course from a walk-out patio or expansive balcony. The Villas at Reunion Square encircle an exhilarating water park unlike any other private club community.

This property was awarded the ABC - Eagle Award.

Contributions:
Concept Development, Design Management, Program Management, Construction Management



SHANGHAI DISNEY - TOY STORY HOTEL

Shanghai Disney, China



This new hotel property at Shanghai Disneyland Resort is a resort themed around Pixar's Toy Story movies with 800 units. The resort includes guest rooms, a tea café, a ballroom, pre-function spaces, retail, a business center, a spa, pools, and an ambient waterfront promenade. The project is scheduled for completion in the Spring of 2015.

Contributions:
Cost Estimation and Management; Project Scheduling; Bid Process Management
AOA provided a variety of management services as a consultant to The Jordan Companies to support the development of this project – specifically design management, estimating, scheduling, and bidding efforts.

Client:
The Jordan Companies



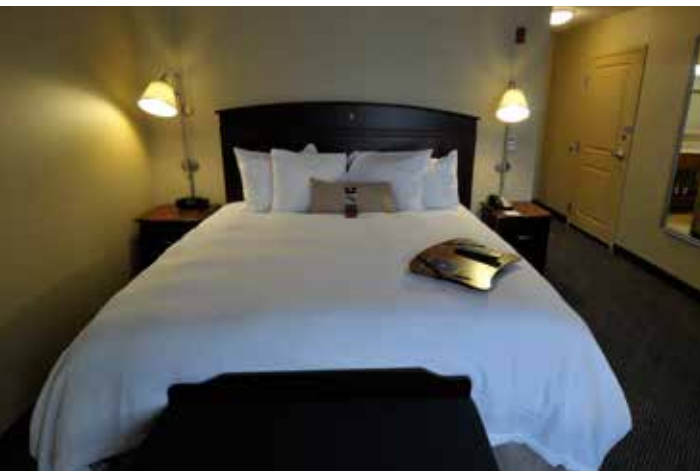
THE HAMPTON INN - NASHUA

Nashua, NH



Twice named Money magazine's "Best Place to Live", Nashua, New Hampshire is also an amazing place to visit. Stay with the Hampton Inn Nashua and discover why for yourself. The hotel which opened in May 2009 has the latest features of Hilton Hotels' "Perfect Mix Lobby" and was a flagship property for a multitude of new Hampton Inn brand standards.

Contributions:
Turn-key Project Management



CAPE ELEUTHERA RESORT AND YACHT CLUB

Bahamas



Cape Eleuthera Resort and Yacht Club is situated on 4,200 acres on the pristine 110 mile long island of Eleuthera in The Bahamas. It includes luxury accommodations, a renovated marina, golf course, water sports and beach activities, retail and dining facilities, an airport, cruise berths, a water park, themed attractions, resorts, and an array of residential development including fly-in, canal front, and village neighborhoods for both guests and staff.

Contributions:
Project Scheduling, Cost Estimation, and Design Management



Concept Plan by MSI

DOWNTOWN DISNEY PARKING GARAGES

Orlando, FL



This project consists of two new cast-in-place parking garages, a 4000 space and a 2000 space, adjacent to Downtown Disney Retail and Entertainment District. Both structures will be wrapped in a themed metal facade and will incorporate the latest technology in parking garage guidance systems to enhance the guest experience. The western most garage will ultimately connect to I-4 via a third floor bridge and new connector bridge. Included in the west garage will be operational spaces in support of Garage Operations. Also to be incorporated into the structure is accessible Wi-Fi for guests and operations, video security, and radio repeaters for fire and sheriff's communications. There will be pedestrian access bridges with vertical transportation nodes at each garage to facilitate movement of guests into the Downtown Disney venues.

Contributions:
Cost Estimation and Program Management;
Design Management; Project Scheduling; Bid
Process Management; Construction Management

Client:
Reedy Creek Improvement District (RCID)

L.L. BEAN OUTDOOR ACTIVITY CENTER

Freeport, ME



A 700-acre outdoor adventure center at L.L. Bean's hometown facilities in Freeport, Maine offers guests the chance to experience nature-based education and activities.

Contributions:
Concept Development and Program
Management



LEGEND
A. Main Entry and Covered Bridge
B. Lodge (150 Rooms)
C. Golf Clubhouse
D. Parking
E. Acadia Cruiser Bike Trails
F. Practice Range
G. Golf Maintenance
H. Existing Distribution Center
L.L.Bean
Conceptual Master Plan August 22, 2008

BELLA COLLINA PRIVATE CLUB

Montverde, FL



With its handcrafted appointments and authentic Tuscan detail, Bella Collina's Golf Clubhouse is a rare work of art. This lavish facility includes a spa, highly appointed men's and women's locker rooms, a golf shop, and dining areas – in addition to the 18-hole course.

Contributions:
Turn-key Project Management
Tom Acomb and Mike Ostendorf managed the development of this project, which was the winner of the 2008 Best Private Clubhouse and the ASLA 2009 Award of Honor.



THE HILTON GARDEN INN

Durham, NC and Burlington, VT



AOAsupportedcustomizeddevelopment efforts of multiple locations. Notably, an historic federal armory building was converted into one of the most unique Hilton Garden Inn properties within the brand's portfolio.

Contributions:
Concept Development, Program
Management, Project Scheduling, Cost
Estimation and Management



THE CONSERVATORY AT HAMMOCK BEACH RESORT

Palm Coast, FL



The Conservatory Private Golf Clubhouse of Hammock Beach Resort, which includes a spa, well-appointed locker rooms, and dining areas, opened in 2006 at one of Florida's most beautiful and challenging 18-hole golf courses (designed by professional golfer Tom Watson). Built in the style of a classic British conservatory, its iconic high glass dome provides an open, sunlit experience and magnificent views from inside as well as exterior architectural distinction.

Contributions:
Turn-key Project Management



OFFICE TENANT IMPROVEMENTS

Wide Variety of Clients and Locations



AOA has executed tenant improvement projects for multiple clients. Our roles have been multifaceted and ranged from acting as turn-key project manager, general contractor, or as a third party consultant providing oversight of the client's chosen architect and contractors.

Our team is confident in our capability based on this experience to deliver high end, Class A, LEED, or economical re-fits to accommodate our clients' financial goals.

Contributions:
Turn-Key Project Management



SEASIDE MARIANA RESORT

Pochonil, Nicaragua



This master-planned resort is a 923-acre private community designed to set new standards for luxury, service and amenities in Nicaragua and Central America. It will feature a 330-room Wyndham Mariana Resort & Casino that will be one of the key centerpieces of the Seaside Mariana Spa & Golf Resort. In addition, a Jack Nicklaus Signature Golf Course, world-class Medical & Wellness Center, and a Town Center retail shops, restaurants and entertainment areas.

Contributions:
Pre-Development Services, Scheduling, and Budgeting.



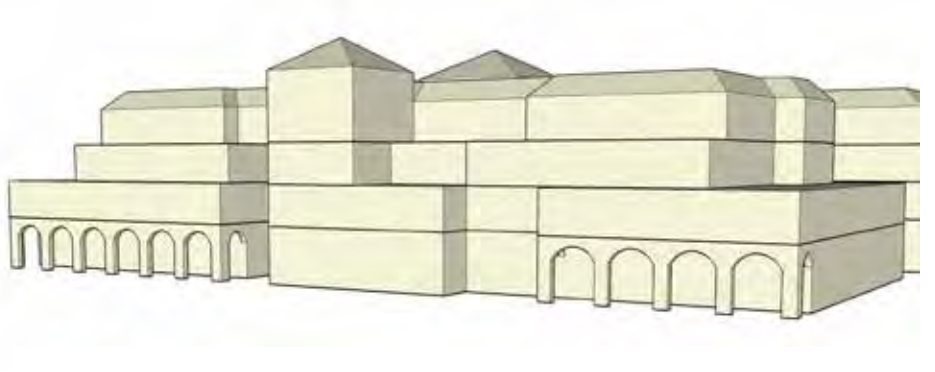
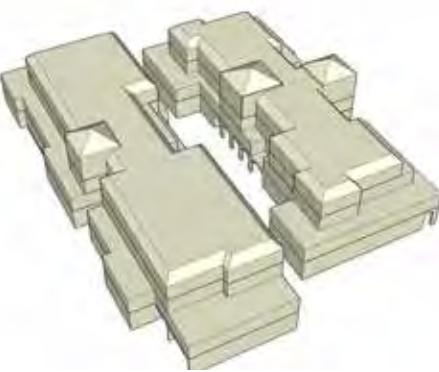
TESTA'S PALM BEACH - MIXED-USE DEVELOPMENT

Palm Beach, FL



Walt Disney World threw a spectacular 15-month-long celebration at the turn of the millennium. Epcot Center was the focus of the event, with added features such as the magical Mickey Mouse wand atop Spaceship Earth. Due to popularity, the wand remained for years to come to keep that magic alive.

Contributions:
Concept Development, Program Management, Project Scheduling, Cost Estimate



Palm Beach, FL



A large, rectangular outdoor swimming pool with clear blue water. The pool is surrounded by a light-colored concrete deck. Several lounge chairs are arranged along the pool's edge. In the background, there are several tall palm trees and other tropical vegetation. A small building or pavilion is visible in the distance. The sky is clear and blue.



Reunion, Florida



Contributions:
Concept Development, Design Management,
Program Management, Construction
Management



THE CONSERVATORY AT HAMMOCK BEACH RESORT
PALM COAST, FLORIDA



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