



CITY OF
BLOOMINGTON
SPECIAL SESSION
MEETING
OCTOBER 9, 2017

AGENDA



**SPECIAL MEETING SESSION AGENDA
OF THE CITY COUNCIL
CITY HALL COUNCIL CHAMBERS
109 E. OLIVE STREET, BLOOMINGTON, IL 61701
MONDAY, OCTOBER 9, 2017; 5:00 P.M.**

1. Call to Order
2. Roll Call of Attendance
3. Public Comment
4. Consideration of approving the minutes of the Special Meeting of September 25, and August 14, 2017. *(Recommend the Minutes be approved and dispensed as presented.)*
5. Closed Special Meeting
 - A. Review of Minutes - Section 2(c) (21) of 5 ILCS 120/2) (5 minutes)
 - B. Personnel - Section 2 (c) (1) of 5 ILCS 120/2) (30 minutes)
6. Adjourn Closed Session
7. Return to Open Session
8. Proposal for the Bloomington Center for the Performing Arts Management. *(Presentation by David Hales, City Manager and Steven L. Peters, President, VenuWorks 15 minutes, Council discussion 30 minutes.)*
9. Presentation and Discussion on Potential Ordinance Enacting Procedures for Elected Official Reimbursements. *(Council discussion 30 minutes.)*
10. Adjourn (approximately 6:50 PM)



**SPECIAL SESSION MEETING
AGENDA ITEM NO. 4**

FOR COUNCIL: October 9, 2017

SUBJECT: Consideration of approval the minutes of the Special City Council Meetings for September 25, and August 14, 2017.

RECOMMENDATION/MOTION: That the reading of the minutes be dispensed and approved as printed.

STRATEGIC PLAN LINK: Goal 1. Financially sound City providing quality basic services.

STRATEGIC PLAN SIGNIFICANCE: Objective 1d. City services delivered in the most cost-effective, efficient manner.

BACKGROUND: The Special City Council Meeting Minutes have been reviewed and certified as correct and complete by the City Clerk.

In accordance with the Open Meetings Act, Council Proceedings are made available for public inspection and posted to the City's web site within ten (10) days after Council approval.

COMMUNITY GROUPS/INTERESTED PERSONS CONTACTED: Not applicable.

FINANCIAL IMPACT: Not applicable.

Respectfully submitted for Council consideration.

Prepared by: Cherry L. Lawson, C.M.C., City Clerk

Recommended by:

A handwritten signature in black ink, appearing to read "David A. Hales".

David A. Hales, City Manager

Attachments:

- September 11, 2017 Special Session Meeting Minutes
- August 14, 2017 Special Session Meeting Minutes

SPECIAL SESSION CITY COUNCIL MEETING
City Hall Conference Room
109 E. Olive Street, Bloomington, IL 61701
Monday, September 25, 2017; 6:15 PM

1. Call to Order

The Council convened in Special Session in the Council Chambers, City Hall Building at 6:15 p.m., Monday, September 25, 2017. The meeting was called to order by Mayor Pro Tem Schmidt.

2. Roll Call

Mayor Pro Tem Schmidt directed City Clerk Cherry Lawson to call the roll and the following members of Council answered present:

Aldermen Joni Painter, Diana Hauman, Mboka Mwilambwe, Jamie Mathy, Scott Black, Kim Bray, Karen Schmidt, David Sage, Amelia Buragas and Mayor Tari Renner (Absent).

Staff present: David Hales, City Manager; Steve Rasmussen; Assistant City Manager; Jeffrey Jurgens, Corporation Counsel; and Cherry Lawson, City Clerk, Nicole Albertson, Human Resource Director; Brian Mohr, Fire Chief; and Betty McCain.

3. Public Comment

Mayor Pro Tem Schmidt opened the meeting to receive Public Comment. No comments was offered.

4. Consideration of approving the minutes of the Special Meeting of September 11, 2017 and August 28, 2017. *(Recommend the minutes be approved and dispensed as presented.)*

Mayor Pro Tem Schmidt asked for a motion to approve the minutes.

Motion by Alderman Mwilambwe second by Alderman Painter to approve the minutes.

Ayes: Aldermen, Painter, Schmidt, Black, Mwilambwe, Buragas, Mathy, Sage and Bray.

Nays: None

Motion carried.

5. Closed Special Meeting

Mayor Pro Tem Schmidt requested a motion to go into Closed Session per Section 2(c) (21) of 5 ILCS120 and Section 2(c) (11) of 5 ILCS120.

A. Claims Settlement – Section 2(c) (12) of 5 ILCS 120/2) (5 minutes)

B. Review of Minutes Section 2(c) (2) of 5 ILCS 120/2) (5 minutes)

Motion by Alderman Mwilambwe second by Alderman Hauman to enter into Closed Session Meeting per Section 2(c) (15) of 5 ILCS120, and Section 2(c) (21) of 5 ILCS 120/2.

Ayes: Aldermen, Painter, Sage, Mathy, Schmidt, Buragas, Black, Mwilambwe, and Bray.

Nays: None

Motion carried.

6. Adjourn Closed Session

Mayor Pro Tem Schmidt requested a motion to adjourn the Closed Session Meeting.

Motion by Alderman Mwilambwe second by Alderman Hauman to enter adjourn the Closed Session Meeting.

Motion carried (Viva Voce).

7. Return to Open Session

Mayor Pro Tem Schmidt asked for a motion to return to the Open Session Meeting.

Motion by Alderman Mwilambwe seconded by Alderman Painter to return to the Open Session Meeting.

Ayes: Aldermen, Painter, Sage, Black, Mathy, Schmidt, Buragas, Mwilambwe and Bray.

Nays: None

Motion Carried.

8. Adjournment

Motion by Alderman Black seconded by Alderman Painter to adjourn. Time: 6:59 PM.

Motion carried (Viva Voce).

CITY OF BLOOMINGTON

ATTEST

Karen Schmidt, Mayor Pro Tem

Cherry L. Lawson, City Clerk

SPECIAL SESSION CITY COUNCIL MEETING

City Hall Conference Room
109 E. Olive Street, Bloomington, IL 61701
Monday, August 14, 2017; 5:00 PM

1. Call to Order

The Council convened in Special Session in the Council Chambers, City Hall Building at 5:00 p.m., Monday, August 14, 2017. The meeting was called to order by Mayor Renner.

2. Roll Call

Mayor Renner directed City Clerk Cherry Lawson to call the roll and the following members of Council answered present:

Aldermen Joni Painter, Diana Hauman, Mboka Mwilambwe, Jamie Mathy, Scott Black (Absent), Kim Bray, Karen Schmidt, David Sage, Amelia Buragas and Mayor Tari Renner.

Staff present: David Hales, City Manager; Jeffrey Jurgens, Corporation Counsel; and Cherry Lawson, City Clerk.

3. Public Comment

Mayor Renner opened the meeting to receive Public Comment. No individuals provided comments during the meeting.

4. Consideration of approving the minutes of the Special City Council Meetings for June 26, 2017.

Mayor Renner asked for a motion to approve the minutes.

Motion by Alderman Hauman second by Alderman Painter to approve the minutes as presented.

Ayes: Aldermen, Painter, Schmidt, Mwilambwe, Buragas, Hauman, Mathy, Sage and Bray.

Nays: None

Absent: Alderman Scott Black

Motion carried.

5. Closed Special Meeting

- A. Review of Closed Session Minutes – Section 2(c) (21) of 5 ILCS 120/2) (5 minutes)
- B. Collective Bargaining - Section 2(c) (2) of 5 ILCS 120/2) (30 minutes)
- C. Land Acquisition - Section 2(c) (5) of 5 ILCS 120/2) (15 minutes)
- D. Possible Litigation - Section 2(c) (11) of 5 ILCS 120/2) (15 minutes)

Mayor Renner requested a motion to go into Closed Session per Section 2(c) (21) of 5 ILCS120, Section 2(c) (2) of 5 ILCS 120/2), Section 2(c) (5) of 5 ILCS 120/2), Section 2(c) (11) of 5 ILCS 120/2).

Motion by Alderman Hauman second by Alderman Bray to enter into Closed Session Meeting per Section 2(c) (5) of 5 ILCS120, and Section 2(c) (11) of 5 ILCS 120/2.

Ayes: Aldermen, Painter, Sage, Mathy, Schmidt, Buragas, Mwilambwe, Hauman, and Bray.

Nays: None

Absent: Alderman Scott Black

Motion carried.

6. Adjourn Closed Session

Mayor Renner asked for a motion to adjourn the Closed Session Meeting.

Motion by Alderman Hauman seconded by Alderman Mwilambwe to adjourn the Closed Session Meeting.

Motion Carried (Viva Voce).

Motion to Return to Open Session

7. Return to Open Session

Motion by Alderman Painter seconded by Alderman Schmidt to return to Open Session Meeting.

Ayes: Aldermen, Painter, Sage, Mathy, Schmidt, Buragas, Mwilambwe, Hauman, and Bray.

Nays: None

Absent: Alderman Scott Black

Motion carried.

8. Discussion on hiring a full-time Mayoral Aide Political Appointed Support Staff person. (Presentation by Mayor Tari Renner 5 minutes, Council discussion 15 minutes.)

Mayor Renner clarified that we are not voting on anything and stated the two items are purely for discussion purposes at this point. The first item he discussed was the hiring of the Mayoral Aide. He provided an overview on the way that the City of Bloomington has operated and the role of the mayor have changed dramatically. Our citizens deserve more responsive and effective government. Citizens deserve at least an answer as to why and as quick as possible.

He explained the Research and Submit Grants available through organizations such as the US Conference of Mayors. Communication being very critical and providing strategic scheduling for the mayor and Council to make more effective use of their time. When you elect your mayor, it is hoped that they are running to actually do something, especially in our changing dynamic community. If they are running to actually do something to move our community in a different direction and the citizens have voted for that direction, the Mayor and Council ought to be empowered.

Alderman Sage stated that this was the first time he has heard about this and was disappointed in the way that it was handled tonight.

Mayor Renner stated that he had just come up with the list that afternoon. This is how policy making sometimes is done. You throw ideas out on the table and sort them out. This has multiple purposes. One is to propose a possibility and another is to clarify the areas, after having been Mayor for four years and several months, we do need some elected officials representing us and many of these involve a variety of different things.

Alderman Black stated that in the last several days, there has been both positive and negative feedback on having a Mayoral Aide and thinks it is worthy of further discussion. He stated he would be interested in considering this, but would be like to see how it could be a part time position without crossing off some things. He stated he would be supportive of additional conversation.

Alderman Painter stated that it is an interesting idea. She stated that when she looked at the proposal and analyzed the job description, she found that everything that is asked for is already provided or could be provided by City staff or the Council. She does not see where this is necessary. We are glaring at looming structural deficit, so we need to be really careful about how we proceed with this.

Mayor Renner stated that one thing he could not say is that this position would pay for itself. If you have somebody who is very good, they can make the wheels of government more efficient.

Alderman Buragas stated, the expectations of the duties the Mayor and the Council will perform in the City of Bloomington are high. The expectations for Council are high. Mayor Renner has begun providing some framework with this worksheet about how the Mayor can divide up some of the responsibilities. A very poor outcome for the City would be to create a position that very few people could afford to fill whether it be in time or the ability to do it.

Alderman Mwilambwe stated that he had received a lot of feedback about this, and the feedback was not positive. Many of his constituents were not interested in it. He would struggle to justify it. We have talked about structural deficits, and then to add another staffing position makes that very hard to justify.

Alderman Sage asked Mayor Renner to clarify if he said there was not majority support on the Council for this. Mayor Renner replied there was not for the position as presented. Alderman Sage stated that if there is not majority support of the Council, then it needs to be taken off the plate for staff. Mayor Renner stated that he would not bring this for a vote if there was not majority support, but it does not mean that the conversation was not worth having. Sometimes you talk about things again and come up with a compromise.

Alderman Sage stated he was willing to have those conversations on items where there is majority support on the Council, but staff time and energy has already been devoted to this with what he assumes there is no guarantee that there was majority support.

Alderman Hauman stated that in light of time, we should continue this conversation perhaps at our strategic planning meeting in November.

Mayor Renner stated we would come back to this and would move on to the establishment of Downtown Development Division within the Community Development Department.

9. Establishment of Downtown Development division within the Community Development Department. (Presentation by David Hales, City Manager and Steve Rasmussen, Assistant City Manager 5 minutes, Council discussion 15 minutes.)

Mr. Rasmussen provided a brief overview stating there were three basic pieces to this. The current Downtown Bloomington Association would continue to exist as an advisory board. The activities that the Downtown Bloomington Association does now would move to Community Development as a Downtown Development Division.

10. Discussion of Regular Meeting Agenda Topics if time permits.

11. Adjourn

Motion by Alderman Bray seconded by Alderman Hauman to adjourn. Time: 7:09 PM.

Motion carried (Viva Voce).

CITY OF BLOOMINGTON

ATTEST

Tari Renner, Mayor

Cherry L. Lawson, CMC, City Clerk



**SPECIAL SESSION MEETING
AGENDA ITEM NO. 8**

FOR COUNCIL: October 9, 2017

SUBJECT: Presentation of a proposal for the Bloomington Center for the Performing Arts Management.

RECOMMENDATION/MOTION: Presentation and discussion only.

STRATEGIC PLAN LINK: Goal 1. Financially Sound City Providing Quality Basic Services

STRATEGIC PLAN SIGNIFICANCE: Objective 1d. City services delivered in the most cost-effective, efficient manner

BACKGROUND: VenuWorks began managing the then, U.S. Cellular Coliseum, in April 2016 under a short-term ninety (90) day agreement. VenuWorks later entered into a long-term Management Agreement with the City for management on July 1, 2016. In the eighteen (18) months under VenuWorks management, Grossinger Motors Arena has been professionally managed, providing a clean and safe arena for all events.

VenuWorks proposes to take on management of the Bloomington Center for the Performing Arts (BCPA). VenuWorks currently manages twelve (12) Performing Arts Centers (Theatres) throughout the United States, not including amphitheaters, convention centers, and arenas similar to Bloomington's Grossinger Motors Arena. Management of multiple City buildings is a natural fit for VenuWorks who operates multiple same-city buildings in a variety of markets.

Dual management will allow for reduced cost savings to the City through cross-utilization of staff and providing more consistent work for part-time employees. In addition, improved revenues will be experienced through increasing booking opportunities by networking with other Midwest VenuWorks venues, as well as, expanding concessions and in-house catering.

VenuWorks is proposing to manage the BCPA at a flat monthly fee of \$3,000 plus

- 5% of Gross Food & Beverage (F&B) Sales, less taxes and commissions paid to third party concession providers and non-profit organizations and
- 5% of Gross Sales from Contractually Obligated Income (COI) streams secured by VENUWORKS, including Advertising, Sponsorship, Pouring Rights, and Naming Rights Revenues.

VenuWorks proposes entering into an amendment to the current VenuWorks Arena

Management Agreement, rather than a completely separate contract. An amendment will allow for the same exact terms, conditions, and protections to be guaranteed to the City for both venues. If approved, management of both the Arena and the BCPA would continue, contractually, through June of 2021 with an option of either party to terminate without cause as of April of 2019. The Arena's agreement is a mindful, strong contract that is considerate of the City's needs for transparency and successful management, therefore, the agreement is naturally suited to govern management of the BCPA as well.

COMMUNITY GROUPS/INTERESTED PERSONS CONTACTED: Friends of the BCPA and Cultural Arts Commission

FINANCIAL IMPACT: Please reference the "USC 1 WS Proposal for VenuWorks Management of the BCPA" attachment PDF Page 4, PDF Page 9 and PDF Page 12 for estimated savings and the proposed management fee.

NUMBER OF REQUIRED VOTES TO APPROVE THE ITEM:

Respectfully submitted for Council consideration.

Prepared by: Leslie Yocum, Contract Administrator

Reviewed by: Lynn Cannon, Exec. Director, GM Arena

Financial & budgetary review by: Chris Tomerlin, Budget Analyst
Scott Rathbun, Sr. Budget Manager

Legal review by: Jeffery R. Jurgens, Corporation Counsel

Recommended by:



David A. Hales
City Manager

Attachments:

- USC 1B WS PRESENTATION by VenuWorks
- USC 1C WS PROPOSAL for VenuWorks Management of the BCPA

Proposal for Bloomington Center for the Performing Arts Management

Experience

THEATRES			
 <p>Client – Iowa State University CY Stephens Auditorium 2,729 capacity www.center.iastate.edu</p>	 <p>Client – Iowa State University Fisher Theater 450 capacity www.center.iastate.edu</p>	 <p>Client – City of Burlington, IA Burlington Memorial Auditorium 2,300 capacity www.bmq-ivc.com</p>	 <p>Client – City of Burnsville, MN Ames Center 1,014 capacity www.ames-center.com</p>
 <p>Client – City of Cedar Rapids, IA Paramount Theatre 1,690 capacity www.paramounttheatre.com</p>	 <p>Client – City of Davenport, IA Adler Theatre 2,411 capacity www.adlertheatre.com</p>	 <p>Client – City of Evansville, IN Victory Theatre 1,900 capacity www.victorytheatre.com</p>	 <p>Client – Will County Metropolitan Exposition and Auditorium Authority Riato Square Theatre 1,956 capacity www.riatosquare.com</p>
 <p>Client – City of Kennewick, WA Retter & Company Theatre 2,100 capacity www.retterandcompanytheatre.com</p>	 <p>Client – City of Ottumwa, IA Bridge View Center Theatre 654 capacity www.bridgeviewcenter.com</p>	 <p>Client – City of Racine, WI Racine Civic Centre Memorial Hall 1,200 capacity www.chkcenteracine.com</p>	 <p>Client – City of Topeka, KS Topeka Performing Arts Center 2,417 capacity www.topekaperformingarts.org</p>

Support

				
OPERATIONS	FINANCIAL ADMINISTRATION AND HR	PROGRAMMING	CATERING & CONCESSIONS	MARKETING AND SALES
<ul style="list-style-type: none"> • Operating procedures and manuals • Safety and emergency plans • Customer service training • Ticketing and box office controls • Operation audits • Corporate support 	<ul style="list-style-type: none"> • Shop and secure annual insurance • Risk management • Personnel manuals • Benefits maintenance • Annual budget development • Legal support 	<ul style="list-style-type: none"> • Event research and brokering • Negotiations for events • Booking trips to LA, Nashville, and NYC • Promoter relations • Event lead generator • On-line services 	<ul style="list-style-type: none"> • Menu development • Portions and pricing • Quality control • Sales/client relations • Monthly financial reconciliation • Maximum profits • Sustainability 	<ul style="list-style-type: none"> • Destination sales and lodging partnerships • Contractually Obligated Income sales and service • Attendance at trade gatherings • Corporate ads inclusions
				

Synergy and Cost Effectiveness

VenuWorks is experienced in the operation of several venues in one market, while maintaining separate payrolls and expense tracking to be sure resources and expenses are not co-mingled. At the same time, we achieve costs savings through economies of scale and staffing efficiencies. Some examples include:

- ▶ Cedar Rapids, IA where VenuWorks manages the US Cellular Center, the Paramount Theatre, the McGrath Amphitheater, and the CR Ice Arena under four (4) separate contracts, each with its own payroll and financials.
- ▶ Kennewick, WA where we manage the Toyota Center and Toyota Arena for the City, along with the Three Rivers Conference Center for the Kennewick Public Facilities District.
- ▶ Evansville, IN where we manage the Ford Center and the Victory Theatre, along with providing concessions services for Metzger Zoo, all with separate financials and payroll.

Entertainment Events

- ▶ Perhaps our most significant innovation in the past few years has been our development of a full service in-house entertainment promotions division headed by John Gimenez, a veteran of the entertainment industry with over twenty of years' experience working for major booking agencies in Nashville.
- ▶ We are further supported through a national contract with Live Nation, the world's largest entertainment promotor. Our office now books and promotes hundreds of events each year. This year, over sixty of these events – all top national headliners – are being promoted or co-promoted with VenuWorks' financial backing and guarantees.

Midwest Routing

Our corporate office works with local GM's and staff members in making booking decisions to get the best possible financial terms and routing. The BCPA fits perfectly into the geographic and seating profile of several similar theatres we manage, including but not limited to;

- ▶ Rialto Square Theatre, Joliet, IL
- ▶ Paramount Theatre, Cedar Rapids, IA
- ▶ Victory Theatre, Evansville, IN
- ▶ Topeka Performing Arts Center, Topeka, KS
- ▶ Adler Theatre, Davenport, IA
- ▶ Ames Center, Burnsville, MN
- ▶ CY Stephens Auditorium, Ames, IA

New Revenue Streams

We are experienced in facing the challenges unique to performing arts centers and have succeeded in creating ways to raise funds to offset operational deficits.

- ▶ Fundraising
- ▶ Event Sponsorships
- ▶ Premium Seating and Services
- ▶ Food & Beverage Profitability
- ▶ Ticketing and Marketing

Fiscal Responsibility

- ▶ As the current management company for Grossinger Motors Arena, VenuWorks is already closely involved with the City of Bloomington as the Director of Finance and Executive Director work to insure that all financial information is up-to-date and verified monthly.
- ▶ This same transparency and commitment to safeguarding the assets of the City will be provided for the BCPA.

Compensation

Due to our current presence in the market, and an on-going commitment to the City of Bloomington, we would be willing to offer all of these services to BCPA for a flat monthly fee of \$3,000.

- ❖ We propose a contract term that overlaps our existing Arena management agreement
 - ✓ The Arena management agreement ends in June of 2021
 - ✓ Both parties maintain the right to terminate the contract without cause as of April of 2019
- ❖ The BCPA management arrangement is proposed as an amendment to add the BCPA management to the existing Arena contract
- ❖ The same commissions would then apply at both venues:
 - ✓ 5% of Gross Food & Beverage (F&B) Sales, less taxes and commissions paid to third party concession providers and non-profit organizations.
 - ✓ 5% of Gross Sales from Contractually Obligated Income (COI) streams secured by VENUWORKS, including Advertising, Sponsorship, Pouring Rights, and Naming Rights Revenues.

Thank you for your consideration



PROPOSAL FOR
BLOOMINGTON CENTER FOR
THE PERFORMING ARTS
MANAGEMENT



The Band Perry at VenuWorks managed US Cellular Center





transmittal LETTER



4611 Mortensen Road Suite 111, Ames, IA 50014 www.VenuWorks.com Ph: 515-232-5151 Fax: 515-663-2022

July 24, 2017

City of Bloomington, IL
ATTN: Mr. David Hales, City Manager
109 E. Olive Street
Bloomington, IL 61701

Good Day:

As you are aware, VenuWorks currently provides management, booking, marketing, and administrative oversight of Grossinger Motors Arena in downtown Bloomington. We also provide similar services to dozens of venues in seventeen other markets across the United States. That network includes arenas, convention centers, outdoor amphitheaters, theatres and performing arts centers. Our company has extensive resources and tools for programming, operations, security, ticketing, marketing, and food/beverage services. We are in a unique position to be able to extend these services to the Bloomington Center for the Performing Arts (BCPA). This plan contains three primary elements for your consideration; Synergies & Cost Savings, More Entertainment Events, and New Revenue Opportunities.

SYNERGIES & COST SAVINGS

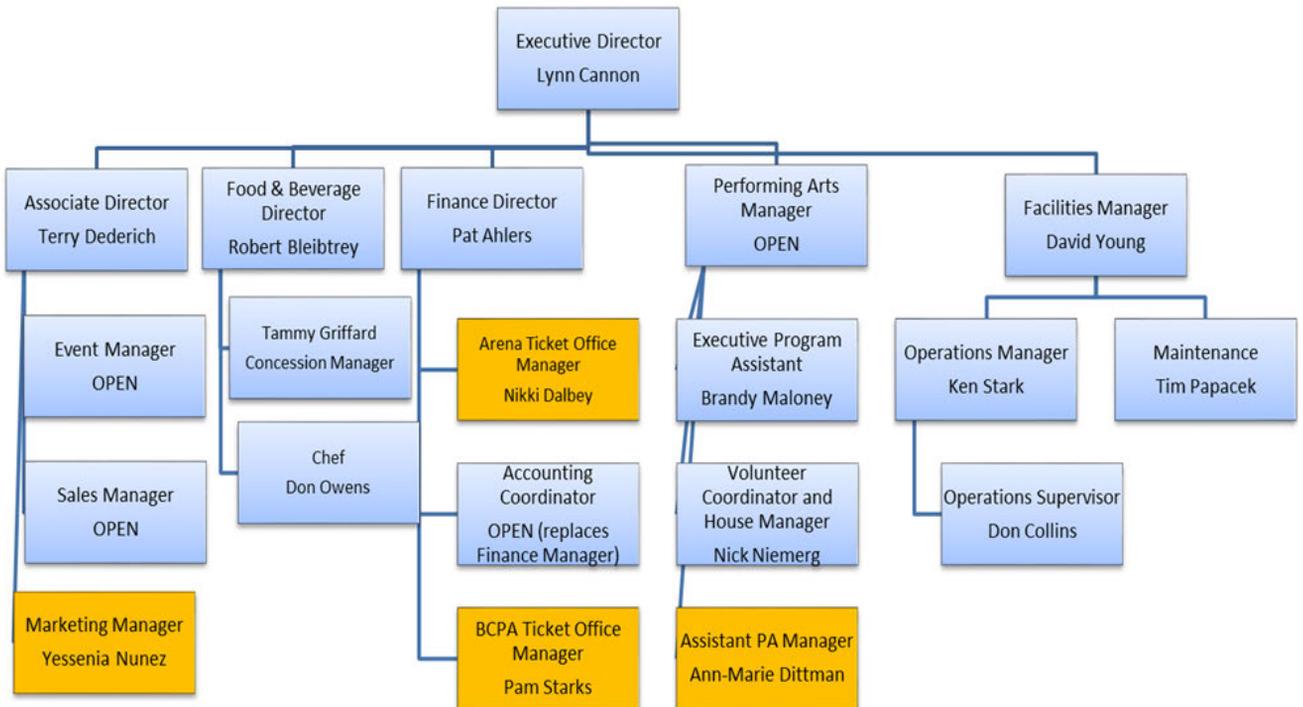
Since taking over management of Grossinger Motors Arena, we have implemented our standard VenuWorks staffing model. However, with minimal impact on the existing BCPA staff, and some additions to the arena's existing organizational chart, we could achieve cost savings for both venues while maintaining the level of professional service our patrons and clients deserve.

VenuWorks is experienced in the operation of several venues in one market, while maintaining separate payrolls and expense tracking to be sure resources and expenses are not co-mingled. At the same time, we achieve costs savings through economies of scale and staffing efficiencies. Some examples include:

- Cedar Rapids, IA, where VenuWorks manages the US Cellular Center, The Paramount Theatre, The McGrath Amphitheater, and the CR Ice Arena under four separate contracts, each with its own payroll and financials.
- Kennewick, WA where we manage the Toyota Center and Toyota Arena for the City, along with the Three Rivers Conference Center for the Kennewick Public Facilities District.
- Evansville, IN where we manage the Ford Center and the Victory Theatre, along with providing concessions services for Metzger Zoo, all with separate financials and payroll.

After careful analysis, we have developed the following proposed organizational chart to manage both Grossinger Motors Arena and BCPA:

Combined Full-Time Staffing for Grossinger Motors Arena and BCPA



Cross utilization of staff creates efficiencies and cost savings while providing more dependable work hours for part time event staff, thus reducing turnover. In FY2017, the total personnel costs for BCPA were \$1,132,463 (including all full-time and part-time salaries, and employer paid taxes & benefits). **We estimate a combined staffing model would reduce total labor costs for BCPA by over \$200,000 annually.**

In addition, there are other operational advantages to our local staffing synergies, including:

- Unified event booking would allow us to capture the maximum number of touring entertainment events with ability to book the event into a broad range of venue types and sizes.
- Coordinated scheduling of events to prevent booking of competing events on the same day in BCPA and at Grossinger Motors Arena.
- Work with the Bloomington-Normal Area Convention & Visitors Bureau to identify and book city-wide events that would be based at the arena and fan out across the city, to other venues including BCPA

In short, we would know your market inside and out. Through the combined efforts of the venues we manage in the Midwest, we will create booking opportunities that will bring more events to the BCPA.

MORE ENTERTAINMENT EVENTS

Our core management philosophy is demonstrated in our mission –

“It is the mission of VenuWorks and its subsidiaries to maximize the presentation of successful events in client facilities for the cultural, recreational, educational, and economic benefit of the communities we serve.”

Perhaps our most significant innovation in the past few years has been our development of a full service in-house entertainment promotions division headed by John Gimenez, a veteran of the entertainment industry with over twenty of years’ experience working for major booking agencies in Nashville. We are further supported through a national contract with Live Nation, the world’s largest entertainment promotor. Our office now books and promotes hundreds of events each year. This year, over sixty of these events – all top national headliners – are being promoted or co-promoted with VenuWorks’ financial backing and guarantees.

It's been said that all politics is local. In a similar fashion, all event booking is local too. We are the only management company that specializes in managing and booking venues in mid-size markets like Bloomington. That is a very different proposition from booking events into NBA arenas in large cities. Our corporate office works with local GM's and staff members in making booking decisions to get the best possible financial terms and routing. The BCPA fits perfectly into the geographic and seating profile of several similar theatres we manage, including but not limited to;

- Rialto Square Theatre in Joliet, IL
- Paramount Theatre in Cedar Rapids, IA
- Victory Theatre in Evansville, IN
- Topeka Performing Arts Center in Topeka, KS
- Adler Theatre in Davenport, IA
- Ames Center in Burnsville, MN
- CY Stephens Auditorium in Ames, IA

This network of similar sized venues has allowed us to coordinate with promoters and agents on routing that provides for discounted pricing by booking multiple dates. We recently booked a string of six Ron White performances into these theatres over a period of several weeks. That is only one example of the booking strength VenuWorks could bring to BCPA.

NEW REVENUE OPPORTUNITES

We will bring new revenue opportunities to BCPA. We are experienced in facing the challenges unique to performing arts centers and have succeeded in creating ways to raise funds to offset operational deficits. Following this section is a comparison of recent operating budget results for several VenuWorks managed theatres.

Under VenuWorks management, the BCPA would experience revenue growth through the following sources:

- Fundraising
- Event Sponsorships
- Premium Seating & Services
- Food & Beverage Profitability
- Ticketing & Marketing

Fundraising

VenuWorks is experienced in working with non-profit Boards and Foundations similar in scope to the Friends of the BCPA. We have been successful in helping performing arts centers to maximize fundraising efforts through annual campaigns and special events. Just a few examples of these special events include;

- The Grape Escape, a fundraising event featuring local restaurants, wine tasting, entertainment and a live and silent auction with funds going to the performing arts center in Topeka, KS generates over \$80,000 per year.
- The fourth largest Holiday Festival of Trees in the United States takes place in our Adler Theatre in Davenport, IA. It is a fundraising event for the local arts council, which funds grants to local arts organizations, most of whom turn around and rent the Adler for their activities.
- At the Victory Theatre in Evansville, we offer a summer pop music series with a sponsor that underwrites the events.

Event Sponsorships

Establishing annual fundraising events is a crucial part of building relationships with local corporate partners who then become willing to sponsor entertainment events all year round. Or, a group of corporate partners can be established to create an event “Angel Fund” to serve as a backstop for co-promoted and self-promoted events at BCPA.

Booking performing artists and attractions is a very competitive business. In order to be successful, BCPA must be able to demonstrate significant profit potential to the promotor, the booking agency, and the artist’s management. At the same time, BCPA must mitigate the risk that the promotor will have in presenting an event. There are more and more venues competing for top touring shows. Therefore, it has become common for venues to engage in co-promotions with established promotors. This amounts to sharing the risk of an event with a promotor by pooling the combined venue and promotor profits; and splitting them. Generally speaking, the venue contributes net revenues from food and beverage sales, parking, ticketing, and merchandise sales. The promotor’s contribution comes from ticket sales.

There are several kinds of co-promotions:

- **Percentage Deal:** A venue might contract to present an event as a partner of the show or the artist, splitting the gross ticket sales. The venue has to cover its own expenses with its share of the split. This is common for family shows.
- **Upside Co-Pro:** The venue contributes its net revenues to the combined profit pool with the promoter, but takes no risk beyond the amount of revenue earned on the event. In this way, the venue helps to mitigate the promoter's risk without actually assuming risk beyond the moneys earned by the event itself. If the event loses money, the venue makes no money, but it does not lose money either.
- **Up and Down Co-Pro:** The venue and the promoter pool their profits, and share any revenues losses that might occur.

An "Angel Fund" can be crucial to providing financial protection when venues choose to go "at-risk" on events. VenuWorks has coordinated such a fund at several locations under management and would recommend bringing this model to BCPA.

Premium Seating & Services

We believe there is a limited, but qualified market in Bloomington for premium packages that could include:

- Valet parking or premiere parking close to the venue
- Premium seating in select sections of BCPA
- Pre-event access to a club area serving high end beverages and hors d'oeuvres
- Opportunity to purchase tickets in advance of public sales
- Subscription to special e-mail magazine, including members-only backstage information

These benefits could be packaged as memberships and sold on an annual basis. They could include season series ticket subscriptions, or be packaged exclusively around specific pop entertainment offerings.

Active group sales programs are essential to the success of all ticketed events. We will actively seek out local companies, senior living centers, schools, banks and other organizations to develop contacts for group sales.

Food and Beverage Profitability

VenuWorks offers catering and concession services that focus on increasing the venue's revenues as well as meeting the standards that many patrons expect to find in their favorite dining establishments. We are committed to delivering the best possible service to our clients by adhering to the following principles:

- Value pricing to maximize revenues within the standards of patron acceptance
- Offer local specialties whenever possible
- Negotiate national pricing, but purchase through local vendors
- Minimize loss and spoilage
- Conduct on-going quality assurance training

Concessions

Our approach to concessions combines innovative merchandising with optimum stand efficiency, assuring maximum sales and fast service. We understand that product visibility and the proper placing of equipment speeds traffic flow and decision time, allowing each stand employee to serve the most customers in the shortest time. Our innovative use of color, light, and other graphic techniques improves product presentation and promotes patronage.

Boosting "Per Caps"

In competing for the attention and the dollars of today's customer, we know that brand name recognition plays a critical role in the buying process. Branded products have played a significant part by increasing per caps in VenuWorks-managed buildings. These products are capturing an ever increasing share of the food sales because:

- Customer preference and loyalty to regional and national brands
- Advertising impact of brand marketing
- Delivery of conveniently high quality products to consumers

Through increased per cap sales, and more efficiencies in product cost and labor, we estimate the BCPA would realize a minimum of \$25,000 annually in additional net revenues from concessions.

Catering

In-house catering is currently not offered at BCPA events. Our strategy would be to utilize arena staff to extend catering to BCPA. By controlling the catering operation, we would be able to negotiate a total package for events that includes rental, equipment, and staffing fees along with catering considerations, allowing for an all-inclusive price.

By doing all of the food and beverage sales in-house, we are able to guarantee the following:

- Onsite quality control
- Direct management of inventory, menu pricing, and financial accountability
- Coffee Breaks and Bar Service
- Ability to make changes throughout the event as the clients' needs may change

Ticketing & Marketing

Our VenuWorks national contract with Ticketmaster will provide the BCPA with the following advantages:

- BCPA will receive a minimum of 40% of all customer service fees
- BCPA will pay no inside charges to TM of any kind
- BCPA will set service charges
- BCPA will have unlimited use of tmMessenger, the email marketing tool from TM, free of charge

Ticketmaster provides VenuWorks and our managed venues with an unparalleled sales and distribution network, as well as a premier integrated marketing platform built specifically for live entertainment. Together, with a ticketing system that is the standard to which all others are measured, a diverse suite of products and a multi-million-dollar annual commitment to technology, VenuWorks' partnership with Ticketmaster will ensure that the BCPA is well positioned to maximize business opportunities, discover new patrons, effectively market events, and ultimately sell more tickets.

Here is just a sample of the marketing technologies that would become available to BCPA under a partnership with VenuWorks & Ticketmaster:

- Data Analytics – access to the world’s largest database of ticket buyer information to help BCPA reach more patrons and spend marketing dollars more effectively.
- tmMessenger – fully integrated email automation solution built exclusively for Ticketmaster and powered by the Salesforce marketing cloud. With tmMessenger you can amplify your marketing efforts by integrating all of your email efforts with your ticketing, subscriber, and donor CRM data. tmMessenger is one of Forbes Top 15 Most Popular Email Subscriptions.
- Blue Digital Advertising – Full suite of digital marketing to analyze current practices and provide suggestions on how to expand the BCPA’s reach and digital footprint.
- TicketAlert: Weekly newsletter generated by dynamic, constantly changing recommendations based on patron preferences.
- VenueAlert: Monthly Calendar to consumers who have “favorited” a venue on TM.com
- Performer Alert: On-sale announcements sent to fans based on their favorite performances, artists or teams.
- Purchase Reminder: Sent to fans and patrons who have abandoned their cart reminding them to complete their purchase.
- Client E-mail Notifications, specific to your event preferences – Email blasts sent to TM database in a region, highlighting each fan’s favorite types of events.

Qualified General Manager Candidates

To date, we have identified two qualified candidates for the GM position at BCPA, and our recruitment efforts continue. We are aggressive in identifying qualified individuals in our industry, and approaching them to determine their interest in working for us. We would propose to involve you and whatever selection committee you would care to appoint, to work with us to interview and select a new GM. As you can see in the organizational chart shown earlier in this proposal, the BCPA general manager would report to our Executive Director at the Arena. This is a common arrangement in those markets where we manage multiple venues. For example, in Cedar Rapids, IA, our Paramount Theatre general manager reports to our overall executive director in the market. This will give BCPA double the management perspective. In fact, the full expertise of the Arena staff will be available to support BCPA programming, marketing and operations.

Financial Contract Terms Proposed

Due to our current presence in the market, and an on-going commitment to the City of Bloomington, we would be willing to offer all of these services to BCPA for a flat monthly fee of \$3,000. We would propose a contract term that would overlap our existing Arena management agreement.

Summary

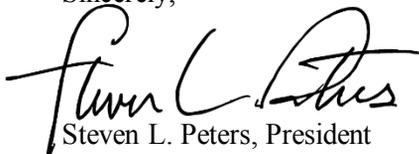
As outlined above, VenuWorks is ready to extend professional management services to the BCPA. We are confident in our ability to provide operational synergies and cost savings, to book more entertainment events, and to bring new revenues that will reduce the operating deficit.

Please note that VenuWorks is not proposing to take on the management of the Creativity Center. Our business model for serving our municipal clients is based on our ability to increase revenues and event bookings in order to improve the overall financial and programmatic status of the venue. This model would not serve the Creativity Center. The programs offered there are very valuable to the community. However, we would not be in a position to enhance those programs. There is no new revenue for us to generate. Therefore, it would seem to us that the Creativity Center would be best served by remaining under the direct management of the Parks and Recreation Department.

The content of this proposal will provide more information about the work that we do around the country and the service we would provide for the Bloomington Center for the Performing Arts.

Thank you for the opportunity to present this proposal and for your consideration. We look forward to the opportunity to visit with you in person to present our plans for the future of your municipal venues.

Sincerely,



Steven L. Peters, President

CONTENTS

- a) firm EXPERIENCE
- b) team EXPERIENCE
- c) work SCOPE
 - i. Transition Plan
 - ii. Booking & Marketing
 - iii. Food Service
 - iv. Operations
 - v. Finance
- d) compensation PROPOSAL

Virtually every entertainment venue in a **midsize** market faces the same set of challenges – competition for shows, conventions, conferences, escalating expenses, aging facilities and growing security concerns. The challenge is in the fact that the answers are different in every community. There is no single solution that works everywhere. That’s where **VenuWorks** comes in – and delivers!.





PROPOSAL

and associated
documents

a) firm EXPERIENCE

b) team EXPERIENCE

c) work SCOPE

i. Transition Plan

ii. Booking & Marketing

iii. Food Service

iv. Operations

v. Finance

d) compensation PROPOSAL

a) **firm** EXPERIENCE



It is the mission of VenuWorks, and its subsidiaries, to maximize the presentation of successful events in client facilities for the cultural, recreational, educational, and economic benefit of the communities we serve. The VenuWorks model offers clients a single source for comprehensive venue management services including:

Marketing	Operations
Booking	Finance
Ticketing	Maintenance
Sales	Sponsorship
Food Service	Training

VenuWorks employs over 3200 workers in eighteen markets, **serv**ing the unique management needs of arenas, theatres, convention centers, and amphitheatres in **midsize** markets across the USA.

The majority of our clients are **municipal entities**, public universities, or non-profit foundations. VenuWorks also provides expert planning and consulting services.

At VenuWorks, we believe that building strong community and business partnerships is a key to success in every market.

Municipalities: Our first obligation is always to the citizens of the City that retained us. We are proud of the long and effective relationships we have built with cities across the country. In most communities we work with both a advisory board of appointed citizens and City administrative staff. We not only meet their needs, but we work to find new and creative ideas to support the venues we manage.

Convention and Visitor Bureaus: These bureaus are our partners on the front line of selling the community and the venues to event planners. Their assistance is also critical to our ability to market our events to fans and patrons.

Hospitality Industry: We develop ongoing programs to involve hotels, restaurants and bars in cross promotional opportunities.

Local Educational Institutions: Whether it's daytime school performances or hosting high school or collegiate events, we count local schools and universities among our most important partners.

Service Organizations and Charitable Groups: We work closely with service organizations whenever possible to leverage entertainment events into fundraising and recreational opportunities for service groups. For example, in many arenas, nonprofit groups work under the direction of our food and beverage staff to operate concessions stands. The money that would have been paid to employees is given to the organization providing the workers. In Racine, the Rotary Club worked with us and the City Parks Department to build a new outdoor stage in Festival Park, a venue we operate on the shores of Lake Michigan.

Prime Sports and Performing Arts Tenants: We consider our prime tenants to be our programming and promotional partners. We work with them to find new ways to promote their ticket sales, and build interest in the community. We do such things as offering special concessions nights at games, and help find sponsors to purchase ticket blocks for underserved portions of the community.

a) firm EXPERIENCE

Company Portfolio

The following provides an overview of VenuWorks projects, comparable accounts and examples of event booking, revenue

CITY	VENUE	SERVICES
AIKEN, SC	UNIVERSITY OF SOUTH CAROLIINA	NEW VENUE FEASABILITY STUDY
ALLENTOWN, PA	SYMPHONY HALL	OPERATIONS REVIEW & UPGRADE
AMES, IA	FISHER THEATER	FULL MANAGEMENT
AMES, IA	SCHEMAN BUILDING	FULL MANAGEMENT
AMES, IA	STEPHENS AUDITORIUM	FULL MANAGEMENT
ARANSAS PASS, TX	ARANSAS PASS CIVIC CENTER	PRE-OPENING, OPENING
AURORA, CO	PRIVATE DEVELOPER	EXHIBIT HALL FEASABILITY STUDY
BEMIDJI, MN	SANFORD CENTER	FULL MANAGEMENT
BEMIDJI, MN	GW NEILSON CONVENTION CENTER	FULL MANAGEMENT
BLOOMINGTON, IL	GROSSINGER MOTORS ARENA	FULL MANAGEMENT
BOONE, IA	CENTRAL IOWA EXPO	PRE-OPENING, OPENING, SHOW PRODUCTION
BROOKINGS, SD	SWIFTEL CENTER ARENA	FULL MANAGEMENT
BROOKINGS, SD	SWIFTEL CENTER CONFERENCE CENTER	FULL MANAGEMENT
BURLINGTON, IA	BURLINGTON MEMORIAL AUDITORIUM	FULL MANAGEMENT
BURNSVILLE, MN	AMES CENTER	FULL MANAGEMENT
CALIFORNIA, OH	UNIVERSITY OF CALIFORNIA ARENA	PRE-OPENING, OPENING
CEDAR RAPIDS, IA	U.S. CELLULAR CENTER	FULL MANAGEMENT
CEDAR RAPIDS, IA	CEDAR RAPIDS ICE ARENA	FULL MANAGEMENT
CEDAR RAPIDS, IA	PARAMOUNT THEATRE	FULL MANAGEMENT
CEDAR RAPIDS, IA	MCGRATH AMPHITHEATRE	FULL MANAGEMENT
CHANHASSEN, MN	CHANHASSEN DINNER THEATRE	START-UP SUPPORT, FOOD & BEVERAGE
CHESAPEAKE, VA	CHESAPEAKE CONFERENCE CENTER	FULL MANAGEMENT
CHICAGO, IL	CHICAGO STATE UNIVERSITY	NEW ARENA PRE-OPENING, OPENING
COLORADO SPRINGS, CO	COLORADO SPRINGS CITY AUDITORIUM	OPERATION AUDIT, VENUE AUDIT
COLUMBUS, OH	UNIVERSITY OF OHIO SCHOTTENSTEIN CENTER	OPERATIONS AUDIT
DAVENPORT, IA	ADLER THEATRE	FULL MANAGEMENT
DAVENPORT, IA	RIVERCENTER	FULL MANAGEMENT
DAYTON, OH	NUTTER CENTER	OPERATION AND BOOKING AUDIT
DAYTON, OH	HARA COMPLEX	OPERATION AND F&B AUDITS
DEADWOOD, SD	CITY OF DEADWOOD	NEW VENUE FEASABILITY STUDY
DES MOINES, IA	HOYT SHERMAN	OPERATIONAL AUDIT, MANAGEMENT, TICKETING, F&B
DODGE CITY, KS	UNITED WIRELESS ARENA	FULL MANAGEMENT
DODGE CITY, KS	BOOT HILL CASINO AND RESORT CONFERENCE CENTER	FULL MANAGEMENT
EAU CLAIRE, WI	CITY OF EAU CLAIRE, WI	FEASABILITY STUDY, NEW VENUE PLANNING
ENGLEWOOD, CA	LA FORUM	INTERIM MANAGEMENT
EVANSVILLE, IN	FORD CENTER	FULL MANAGEMENT
EVANSVILLE, IN	VICTORY THEATRE	FULL MANAGEMENT
EVANSVILLE, IN	MESKER PARK ZOO	FULL MANAGEMENT
FAIRFIELD, IA	SONDHEN CENTER	OPERATIONAL AUDIT AND SUPPORT
GALLUP, NM	CITY OF GALLUP	VENUE FEASABILITY STUDY

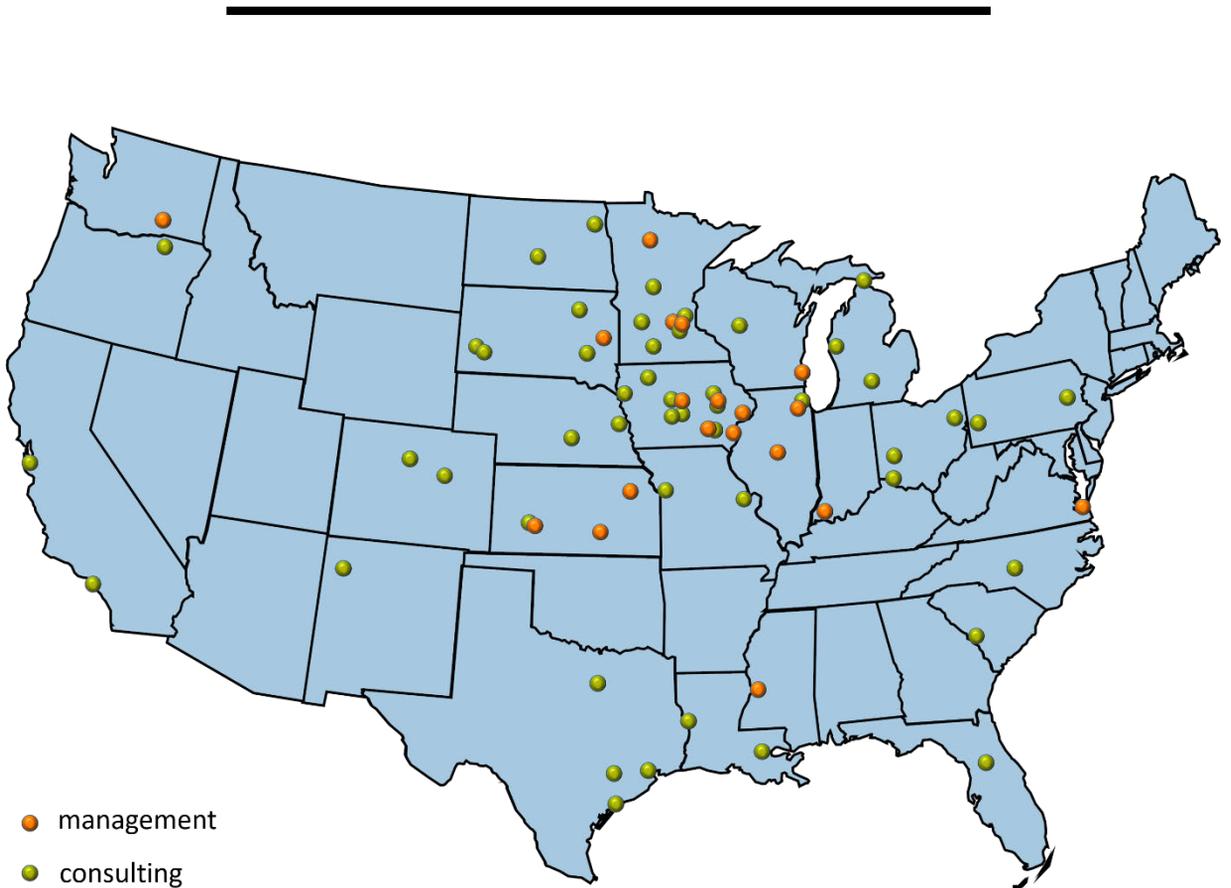
portfolio of management accounts, consulting generation and cost savings initiatives.

CITY	VENUE	SERVICES
GRAND FORKS, ND	ALERUS ARENA & CONFERENCE CENTER	PRE-OPENING, NAMING RIGHTS, OPENING, FOOD & BEVERAGE
GRAND RAPIDS, MI	DELTAPLEX	MANAGEMENT, OPERATIONS, F&B CONSULTING
HASTINGS, NE	CITY OF HASTINGS	NEW VENUE FEASIBILITY STUDY
HERMISTON, OR	UMATILLA COUNTY	NEW VENUE PLANNING
HIDALGO, TX	DODGE CENTER	OPERATIONS AUDIT
HOUSTON, TX	UNIVERSITY OF HOUSTON TDECU STADIUM	PRE-OPENING, OPENING
HUTCHINSON, MN	CITY OF HUTCHINSON	VENUE FEASIBILITY STUDY
HURON, SD	CITY OF HURON	NEW VENUE FEASIBILITY STUDY
HURST, TX	HURST CONFERENCE CENTER	PRE-OPENING, OPENING
JANESVILLE, WI	CITY OF JANESVILLE	AMPHITHEATER FEASIBILITY STUDY AND DESIGN
JOLIET, IL	RIALTO SQUARE THEATRE	FULL MANAGEMENT
KENANSVILLE, NC	DUPLIN COUNTY EVENTS CENTER	PRE-OPENING, OPENING
KENNEWICK, WA	TOYOTA CENTER	FULL MANAGEMENT
KENNEWICK, WA	TOYOTA ARENA	FULL MANAGEMENT
KENNEWICK, WA	RETTET & COMPANY THEATRE	FULL MANAGEMENT
MACKINAW CITY, MI	CENTER STAGE THEATER	OPERATIONS
MANDAN, ND	CITY OF MANDAN	EVENT CENTER FEASIBILITY STUDY
MASON CITY, IA	CITY OF MASON	NEW EVENT CENTER FEASIBILITY STUDY
MAUKATO, MN	VERIZON CENTER	NAMING RIGHTS, TICKETING, OPERATIONS, F&B
MUSKEGON, MI	FRAUENTHAL PERFORMING ARTS CENTER	BOOKING AND OPERATION SUPPORT
NEWPORT, OR	NEWPORT	VENUE FEASIBILITY STUDY
OCALA, FL	CITY AUDITORIUM	OPERATIONS AND FACILITY AUDIT
OMAHA, NE	CITY OF OMAHA	OPERATIONAL STUDY OF EXISTING VENUES
OTTUMWA, IA	BRIDGE VIEW CENTER THEATER	FULL MANAGEMENT
OTTUMWA, IA	BRIDGE VIEW CENTER CONFERENCE CENTER	FULL MANAGEMENT
PARKER, CO	CITY OF PARKER	HORSE PARK FEASIBILITY STUDY
RACINE, WI	RACINE CIVIC CENTRE - MEMORIAL HALL	FULL MANAGEMENT
RACINE, WI	RACINE CIVIC CENTRE - PAUL P. HARRIS ROTARY PARK	FULL MANAGEMENT
RACINE, WI	RACINE CIVIC CENTRE – FESTIVAL HALL	FULL MANAGEMENT
RAPID CITY, SD	CITY OF RAPID CITY	NEW EQUESTRIAN VENUE FEASIBILITY AND DESIGN
RAPID CITY, SD	CITY OF RAPID CITY	TOWN SQUARE DEVELOPMENT FEASIBILITY AND DESIGN
SAN FRANCISCO, CA	SAN FRANCISCO 49ER'S	NEW VENUE PLANNING
SIoux CITY, IA	TYSON EVENTS CENTER	FEASIBILITY STUDY AND DESIGN
SLIDELL, LA	NORTH SHORE HARBOR CENTER	FEASIBILITY STUDY
SPENCER, IA	CLAY COUNTY REGIONAL EVENTS CENTER	PRE-OPENING, TICKETING, OPERATIONS, F&B
ST. CHARLES, MO	FAMILY ARENA	BOOKING SUPPORT
ST. CLOUD, MN	CITY OF ST. CLOUD	OPERATION AUDIT
ST. JOSEPH, MO	BUCHANAN COUNTY EXPO CENTER	NEW VENUE PLANNING
TOPEKA, KS	TOPEKA PERFORMING ARTS CENTER	FULL MANAGEMENT
VICKSBURG, MS	VICKSBURG CONVENTION CENTER	FULL MANAGEMENT
WICHITA, KS	HARTMAN ARENA	FULL MANAGEMENT
YOUNGSTON, OH	CHEVROLET CENTER (COVELLI CENTRE)	PRE-OPENING, NAMING RIGHTS

a) firm EXPERIENCE

National Presence

VenuWorks has extensive experience working with a variety of facilities and clients throughout the United States.



ARENAS



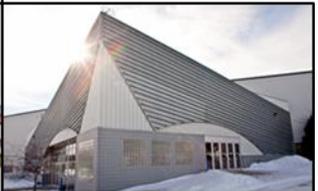
Client – City of Bemidji, MN
Sanford Center
 5,500 capacity
www.thesanfordcenter.net



Client – City of Bloomington, IL
Grossinger Motors Arena
 8,000 capacity
www.grossingermotorsarena.com



Client – City of Brookings, SD
Swiftel Center
 6,500 capacity
www.swiftelcenter.com



Client – City of Cedar Rapids, IA
Cedar Rapids Ice Arena
 4,250 capacity
www.cricarena.com



Client – City of Cedar Rapids, IA
U.S. Cellular Center
 9,000 capacity
www.uscellularcenter.com



Client – City of Dodge City, KS
United Wireless Arena
 4,500 capacity
www.unitedwirelessarena.com



Client – City of Evansville, IN
Ford Center
 11,000 capacity
www.thefordcenter.com



Client – City of Kennewick, WA
Toyota Arena
 2,000 capacity
www.yourtoyotaarena.com



Client – City of Kennewick, WA
Toyota Center
 7,500 capacity
www.yourtoyotacenter.com



Client – City of Ottumwa, IA
Bridge View Center
 Event Hall
 2,500 capacity
www.bridgeviewcenter.com



Client – Wink Hartman
Hartman Arena
 6,750 capacity
www.hartmanarena.com

a) firm EXPERIENCE

Company Portfolio: Current Managed Theatres

THEATRES



Client – Iowa State University
CY Stephens Auditorium
 2,729 capacity
www.center.iastate.edu



Client – Iowa State University
Fisher Theater
 450 capacity
www.center.iastate.edu



Client – City of Burlington, IA
Burlington Memorial Auditorium
 2,300 capacity
www.bma-live.com



Client – City of Burnsville, MN
Ames Center
 1,014 capacity
www.ames-center.com



Client – City of Cedar Rapids, IA
Paramount Theatre
 1,690 capacity
www.paramounttheatreocr.com



Client – City of Davenport, IA
Adler Theatre
 2,411 capacity
www.adlertheatre.com



Client – City of Evansville, IN
Victory Theatre
 1,900 capacity
www.victorytheatre.com



Client – Will County Metropolitan Exposition and Auditorium Authority
Rialto Square Theatre
 1,966 capacity
www.rialtosquare.com



Client – City of Kennewick, WA
Retter & Company Theatre
 2,100 capacity
www.retterandcompanytheatre.com



Client – City of Ottumwa, IA
Bridge View Center Theatre
 654 capacity
www.bridgeviewcenter.com



Client – City of Racine, WI
Racine Civic Centre Memorial Hall
 1,200 capacity
www.civiccentreracine.com



Client – City of Topeka, KS
Topeka Performing Arts Center
 2,417 capacity
www.topekaperformingarts.org

CONVENTION CENTERS



Client – Iowa State University
Scheman Building
 100,000 SF
 450 capacity auditorium
www.center.iastate.edu



Client – City of Bemidji, MN
GW Neilson Convention Center
 10,000 SF
www.thesanfordcenter.net



Client – City of Brookings, SD
Swiftel Center
 44,000 SF
www.swiftelcenter.com



Client – City of Chesapeake, VA
Chesapeake Conference Center
 22,700 SF
www.chesapeakeconference.com



Client – City of Davenport, IA
RiverCenter
 100,000 SF
www.riverctr.com



Client – City of Dodge City, KS
Boot Hill Casino and Resort Conference Center
 7,000 SF
www.unitedwirelessarena.com



Client – City of Kennewick, WA
Three Rivers Convention Center
 75,000 SF
www.threeriversconventioncenter.com



Client – City of Ottumwa, IA
Bridge View Center
 30,000 SF
www.bridgeviewcenter.com



Client – City of Racine, WI
Racine Civic Center
 Festival Hall
 10,000 SF
www.civiccenteracine.com



Client – City of Vicksburg, MS
Vicksburg Convention Center
 50,000 SF
www.vicksburgconventioncenter.com

AMPHITHEATRES



Client – City of Cedar Rapids, IA
McGrath Amphitheatre
 6,000 capacity
www.mcgrathamphitheatre.com



Client – City of Racine, WI
Racine Civic Centre
 Paul P. Harris Rotary Park
 8,000 capacity
www.civiccenteracine.com

a) firm EXPERIENCE

Company Portfolio: Current Managed Theatres

VenuWorks manages a number of theatres that are similar in size and scope to the Bloomington Center for the Performing Arts. Below is a P&L Comparison of four of those theatres.

Theatre P&L Comparison

	Ames Center	Paramount Theatre	Victory Theatre	Topeka Performing Arts Center
Location	Burnsville, MN	Cedar Rapids, IA	Evansville, IN	Topeka, KS
Seating Capacity	1,014	1,699	1,950	2,494
Reporting Date	12/31/2016	12/31/2016	12/31/2016	12/31/2016
Budget/Actual	Actual	Actual	Actual	Actual
INCOME				
Rental Income (EXCLUDING GROSS TICKET SALES)	283,018 ⁽¹⁾	228,550 ⁽¹⁾	188,709 ⁽¹⁾	78,081 ⁽¹⁾
Building Rent Income	283,018	228,550	188,709	78,081
NET Food & Beverage Income	189,895	219,419	73,610	31,676
NET Merchandise Income	19,410	16,092	10,777	8,124
Equipment Rental Income	56,997	55,198	49,804	10,754
Reimbursed Event Expenses	575,533	680,984	134,033	368,991
Other Ancillary Income (Including Net Sponsorships)	79,961	1,481	84,304	151,963
Naming Rights	100,000	-	-	-
Ancillary Income	1,021,796	973,174	352,528	571,508
Other Event Income (Including Facility Fees & Ticket Rebates)	194,979	238,923	164,435	244,836
Income from Ticketed Events	194,979	238,923	164,435	244,836
Total Operating Revenue	1,499,793	1,440,647	705,672	894,425
EXPENSES				
Full-Time Labor (Wages, Taxes, & Benefits)	463,502	421,719 ⁽²⁾	293,962 ⁽²⁾	309,568
Part-Time Labor (Event and Non-Event)	463,967	340,696	157,072	125,845
General & Administrative (Office Supplies, Postage, Subscriptions)	34,080	36,389	7,957	25,900
Utilities (Electric, Gas, Water/Sewer, Waste Removal, Telephone)	95,950	119,397	255,938	8,154 ⁽³⁾
Insurance	29,902	41,697 ⁽⁴⁾	22,562	23,032
Other Occupancy (Supplies, Repairs & Maintenance, Uniforms)	86,832	84,967	3,662	43,932
Services & Operations (Professional Fees, Travel, Training)	195,730	188,648	53,030	89,770
Advertising & Marketing	54,216	171,351	115,829	101,079
Other Event Expenses (Production Supplies, Outside Expenses)	108,053	121,973	93,762	389,790
Total Operating Expenses	1,532,232	1,526,837	1,003,774	1,117,070
NET OPERATING INCOME (LOSS)	(32,439)	(86,190)	(298,102)	(222,645)

(1) Net of Talent Fees and Settlement/Promoter Costs.

(2) VenuWorks manages other facilities in the market, creating Full-Time staffing efficiencies and cost savings.

(3) City pays the majority of Utilities expense at this location.

(4) Includes Property Insurance, as well as, General Liability Insurance.



PROPOSAL

and associated
documents

a) firm EXPERIENCE

b) team EXPERIENCE

c) work SCOPE

i. Transition Plan

ii. Booking & Marketing

iii. Food Service

iv. Operations

v. Finance

d) compensation PROPOSAL



b) team EXPERIENCE

Executive Leadership

STEVE PETERS

PRESIDENT & FOUNDER



Steven L. Peters, founder and president of VenuWorks, holds an MFA from the University of Iowa. He began his career in 1976 managing Dubuque, IA's Five Flags Center, where he helped create the first tourism promotions for the historic downtown. He produced locally written musical productions about Dubuque's history to sell-out crowds and served as an officer in the local convention and visitors bureau. He became executive director of the Iowa State Center in Ames, IA in 1984, where he led the effort to pass a local hotel tax, and create the Ames Convention and Visitors Bureau. Named National Director of Operations for Ogden Entertainment in 1990, he was the opening GM of the Target Center in Minneapolis before being named an Ogden Vice President in 1995. He left Ogden in 1996 to create VenuWorks. A past president of the International Association of Venue Managers (IAVM), he received IAVM's McElravy Award for lifetime achievement in 2015. He created VenuWorks Sports in 2016 to bring the Thunderbolts of the Southern Professional Hockey League to Evansville, IN. Steve launched VenuWorks Theatricals in 2014, co-producing *You Can't Take It with You*, starring James Earl Jones, which garnered a Tony nomination and won the Outer Critics Circle award for Best Revival of a play in 2015. VW Theatricals produced a new Christmas musical, *NOEL*, in 2016 at the National Opera House of Ireland. US and European tours are planned for 2018. Married to Randi Peters for 47 years, they have five adult children and five grandchildren. They are active supporters of Youth and Shelter Services of Central Iowa, United Way of Story County, and Bethesda Lutheran Church.



TIM SULLIVAN

SVP/CHIEF FINANCIAL OFFICER

As CFO, Tim is responsible for the budgeting and financial reporting of VenuWorks' managed locations. He directs the implementation of policies and procedures designed to improve financial processes, safeguard assets, and provide timely and accurate financial reports. Tim and his staff continuously monitor the financial performance of all VenuWorks locations through on site internal audits and remote access to accounting software. His leadership provides reliable budgeting, standardized reporting, and accurate financial information for VenuWorks locations and the corporate office.

Tim holds a Bachelor's degree in Finance from Iowa State University and an MBA from Drake University.



JOSEPH ROMANO

EXECUTIVE VICE PRESIDENT

Joe brings almost 40 years of experience in the management of Public Assembly Facilities, both in the public and private sectors. His experience includes previous oversight of multiple U.S. and European operating locations consisting of arenas, convention centers and performing arts centers. He has significant experience with new facility start-ups and transitions to private management in addition to independent consulting.

For the past thirty years Joe's career has been spent in leadership roles within the private management sector of venue management. He has served in the roles of General Manager, VP-Operations U.S., VP-Operations Europe, Regional VP and most recently before joining VenuWorks as Senior VP where he had responsibility for the oversight of more than 20 operating locations comprised of more than 50 individual facilities.

During the course of his career Joe has served in multiple community capacities including Chair of the Ames Leadership program and as both a local CVB Board member and CVB Board Chair, among others.



JOHN SIEHL, CFE

CHIEF OPERATING OFFICER

As Chief Operating Officer, John is responsible for the day-to-day operations of all VenuWorks accounts. John is a noted industry veteran who entered the public assembly business in 1965 at the Hara Complex in Dayton, Ohio. He was named General Manager in 1982 overseeing the largest exhibition space in the greater Dayton area hosting trade shows, consumer shows, and meetings of all types - including the largest convention of Ham Radio operators in the world, the Dayton HAMVENTION. In 1990 he joined the staff at the Ervin J. Nutter Center, Wright State (Ohio) as General Manager and acted in that capacity for over 20 years. He has held the Certified Facility Executive (CFE) designation since 1995. John was recently named as a recipient for the 2017 Charles A. McElravy Award for lifetime achievement by the IAVM.

John is based in Dayton, OH where he serves on many local Boards, including Ronald McDonald House Charities and Special Wish. He was two time President of the Fairborn Chamber of Commerce and is Past President of the local Convention and Visitors Bureau.



RUSS FERGUSON

VP, FOOD & BEVERAGE SERVICES

Russ brings over 30 years of experience to the VenuWorks management team. Originally trained as a chef, he came to VenuWorks after having served as the Senior Director of Leisure Services for the Philips Arena in Atlanta. While there he also designed, and opened the concessions and catering operations at Braves Stadium in Rome, GA. Prior to his tenure in Atlanta, he worked for Ogden Entertainment as a Northeastern U.S. District Manager and Regional Manager of Food and Beverage at the Meadow Lands Convention Center, General Manager at Target Center in Minneapolis, and Operations Manager at the Louisiana Superdome in New Orleans (with regards to F&B and conventions). Russ has provided F&B management for NHL and NBA All Star Games, NFL Super Bowl, several NCAA Championships, and the Republican National Convention. Russ works with VenuWorks' expanding portfolio of food and beverage operations to assist them in creating memorable guest experiences while maximizing revenues for our clients.



TRICIA GONYO

VP, SALES & MARKETING

Tricia is accountable for all of the sales and marketing efforts for VenuWorks and each of its managed venues. She directs the implementation of effective marketing strategies to ensure that VenuWorks and its venues are driving revenue to all stakeholders. Prior to joining the VenuWorks executive team, Tricia worked for Ticketmaster for seventeen years. As a Sr. Client Development Director, her most recent position, Tricia was responsible for the account management of clients across an eight state territory. Additionally, Tricia has previously served as an adjunct professor at Simpson College, teaching Sports Marketing classes.

Tricia holds a bachelor's degree in Sports Administration and Corporate Communications from Simpson College in Indianola, IA and a master's degree from Iowa State University. Tricia serves as a co-Chair for the Have a Heart 5k, an annual event supporting families affected by pediatric oncology. She is also active volunteer with the Leukemia & Lymphoma Society, Team in Training, Children's Cancer Connection and Kids Living Brave.



JOHN GIMENEZ

VP, EVENT PROGRAMMING & CONTENT

John is responsible for the programming of events and entertainment at all VenuWorks managed facilities. His experience both in buying shows and working for agencies makes him an invaluable asset in bringing content to our venues. Prior to working for VenuWorks, John worked in Nashville for over eighteen years as a successful talent agent for William Morris Endeavor, the Agency Group, and APA. He also worked for ACE Theatrical Group in Houston, TX where he was responsible for talent buying and promotion for all genres of entertainment for the Majestic Theatre and Empire Theatre in San Antonio, and Saenger Theatre and Mahalia Jackson Theater in New Orleans. John is a member of International Association of Fairs & Expositions; International Entertainment Buyers Association; The Academy of Country Music and the Country Music Association. He is a graduate of the University of Arkansas.



LYNN CANNON

EXECUTIVE DIRECTOR

Lynn Cannon was hired by VenuWorks in 2016 and is the Executive Director for the Grossinger Motoras Arena. If VenuWorks is hired to manage the Bloomington Center for the Performing Arts, Lynn will oversee all VenuWorks managed venues in Bloomington as the Executive Director.

Cannon was part of the management team that opened the United Center in Chicago in 1994. During her United Center tenure, the venue hosted many high profile events such as the 1996 Democratic National Convention, the 1996, 1997 and 1998 NBA Finals, as well as Frank Sinatra's final arena concert performance on October 22, 1994.

In 2000, Cannon was hired as the Director of Guest Relations and Entertainment for Arlington Park Racecourse, responsible for all on-track entertainment and the hiring and training of all part-time seasonal staff. She was later promoted to General Manager for several of their off-track betting facilities. Most recently, Cannon served as the Director of the Navy Pier IMAX Theatre, one of the top 5 grossing IMAX theatres in the United States.



ANGELA WIECK

DIRECTOR, HUMAN RESOURCES

Angela is responsible for maintaining organization compliance with federal, state, and local legislation pertaining to all personnel matters. She directs the overall administration, coordination and evaluation of human resource functions. In addition, Angela serves as the dedicated point of contact with our Human Resources partner, Aureon HR.

Prior to joining VenuWorks, Angela worked in various industries including; Staffing, Finance and Insurance; representing and specializing in Human Resource Management, Organizational Development, Recruitment, and Payroll.

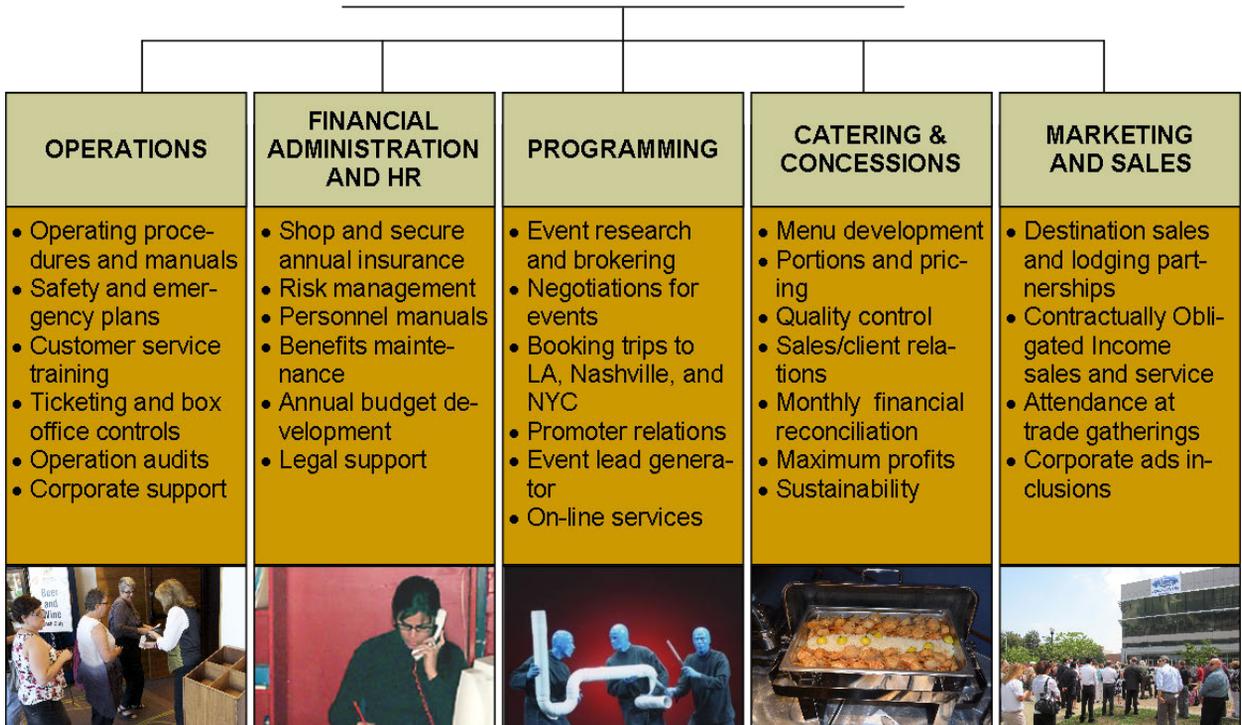
Angela holds a PHR certification and belongs to various HR communities in an effort to stay in touch with ever changing employment regulations.

team EXPERIENCE

b)

Departmental Structure

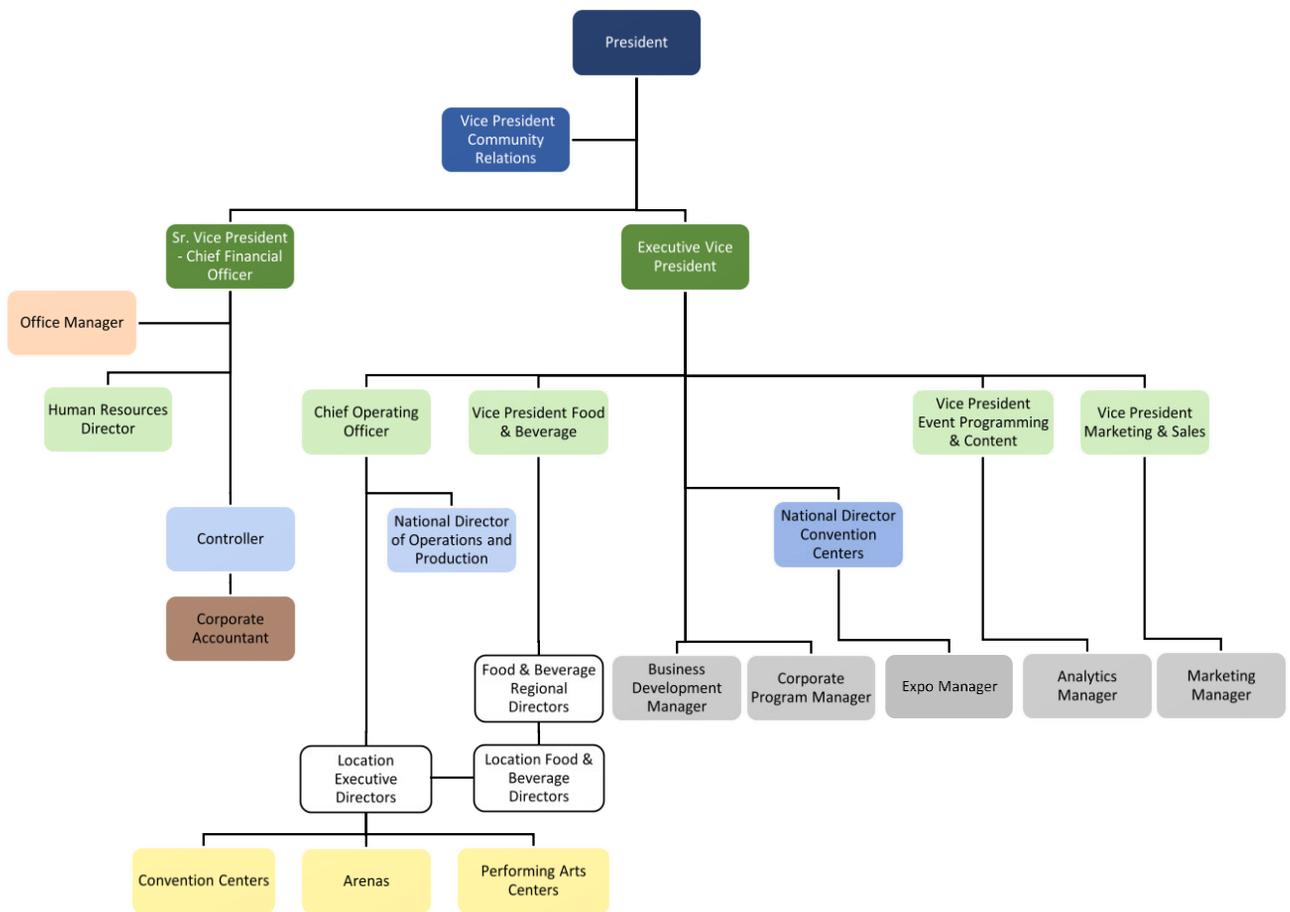
At VenuWorks our first objective is to support the operations of our client venues. Our team works daily to provide critical expert support in areas of Administration and Human Resources, Food & Beverage, Event Programming, Marketing, Ticketing and Sales, Financial Management, Facility Operations and Planning. Wherever possible, all the work at the venue is performed by VenuWorks staff.





VenuWorks

CORPORATE ORGANIZATIONAL CHART







PROPOSAL

and associated
documents

a) firm EXPERIENCE

b) team EXPERIENCE

c) work SCOPE

i. Transition Plan

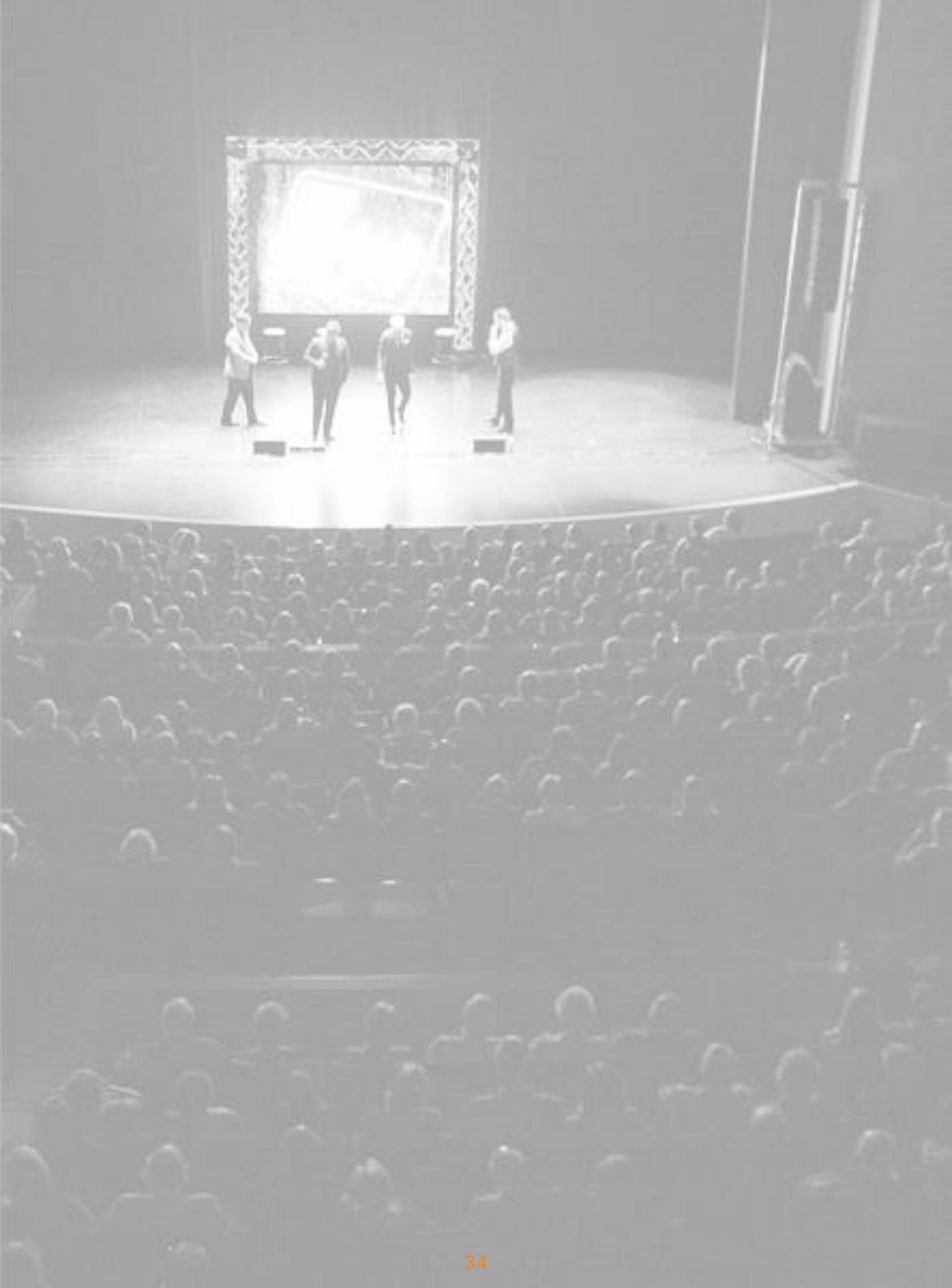
ii. Booking & Marketing

iii. Food Service

iv. Operations

v. Finance

d) compensation PROPOSAL



VenuWorks prides itself on being a “difference-maker” in each of the markets we serve.

VenuWorks has significant experience – and success – in managing the needs of multi-use facilities serving a diverse set of community, regional and national event activities, promoters and facility users.

The VenuWorks philosophy regarding the management of venues owned by municipal authority, governments, universities and not-for-profit sector clients is to deliver:

- **Events** – Maximize activity through our sales and marketing programs; we are exceptionally capable of bringing unique events to your venue.
- **Support** – Providing the very best in resources and systems to allow location staffs to implement successful practices on behalf of our clients.
- **Utilization** – To maximize utilization of facilities consistent with established goals and objectives.
- **Communication** – To maintain open, honest and on-going dialogue with our clients, communities we serve.
- **Accountability** – We believe *we serve our clients first* and our host communities. We should be held accountable for everything we do, or fail to do.
- **Flexibility** – Creativity, non-traditional thinking, and innovation are benchmarks of success. The management of venues is a dynamic business environment and demands flexibility to achieve success in ever-changing market conditions.
- **Value Pricing and Results Orientation** – We ask only for fair and justifiable fees and understand the need for incentive-based performance benchmarks. VenuWorks is successful only when our clients are successful.

c)i transition PLAN

Task List Overview

A primary concern in any transition to management is keeping clients and user groups informed of what is happening, and confirming to them that their events will occur as planned, under the terms and conditions set out in their existing contracts. We will contact each user and event sponsor with information about the change in management, reassuring them that they have nothing to fear from the changes. In most cases, we would hope to be able to tell them that they will be working with the same venue staff as they had been working with before the management change.

We give special concern to incumbent employees when taking on the management of a new account.

For tenants, CVB, and frequent clients, our general manager will schedule outreach visits to their offices, for introductions, and discuss the upcoming events. Within the first sixty days after the changeover, we will host, (at VenuWorks' expense) a reception for all clients, users, stakeholders, Bloomington, and community leaders, to introduce our new executive director, and to present our joint vision for the Bloomington Center for the Performing Arts going forward.

In addition to the client outreach, and the employee transitions, we also will implement a highly detailed and practiced sequence for all facets of a venue's operation when assuming new accounts. Our basic transition plan includes over 200 transition tasks, identified as departmentalized action steps. The following is a summary outline of the steps that must be taken:

Immediately upon notification of intent to award contract, the following VenuWorks transition leadership team members will begin the implementation process:

Team Leader	John Siehl, COO
Food and Beverage	Russ Ferguson, VP
Marketing and Ticketing	Tricia Gonyo,VP
Finance	Tim Sullivan, CFO
Booking and Events	John Gimenez, VP, Live Events
Interim Director	Carl St. Clair, CFE, Interim Director
Human Resources	Angela Weick, Human Resources Specialist

Each department will be supported by regional VenuWorks staff brought in from the field to specifically support their respective area of expertise and act as a mentoring group for local staff transitioning to VenuWorks management.

Absolutely critical to a successful transition and the seamless delivery of services to the clients of the facilities including artist, promoters and patrons is the completion of a comprehensive “Punchlist” of tasks to be accomplished. Assignment of specific tasks to the required department, individual within that department and establishment of the date for completion as well as ongoing progress monitoring are all elements of the Punchlist. A transition Punchlist may have a thousand items identified, but if the majority are not applicable, leadership has failed in effectively guiding the process.

Once these activities are completed, we will then develop a structure for processing new job applications and commence recruitment of any full time staff vacancies, if necessary, based on the mutually agreed upon operating budget/cash flow etc.

Punchlist items, will include but not be limited to, the following:

Finance

1. Set up bank accounts
2. Set up and audit cash accounts
3. Set up accounting software
4. Chart of Accounts
5. Order checks
6. Order stationary, forms, invoices, etc.
7. Get sales tax permit
8. Establish accounting policies and procedures
9. Establish cash management procedures
10. Vendor listing for Purchase Orders and payables
11. Format financial statements
12. Provide systems training
13. Prepare current year budget, Business and Marketing Plan
14. Prepare for payroll transmission to VenuWorks accounting firm, including internal paperwork for payroll
15. Enroll employees transitioning to VenuWorks
16. Order all forms needed for new hires
17. Input all current employees’ information
18. Timesheets
19. Put necessary insurance coverage in place

c)i transition PLAN

Task List Overview

Employee / Organization

1. Refine complete set of job descriptions
2. Interview all full-time employees one-on-one for transition to VenuWorks
3. Conduct employee orientation, applications and enrollment sessions
4. Set rates of pay to job descriptions
5. Extend letter of hire to all full-time staff
6. Confirm benefits and enrollment for all eligible employees
7. Distribute employee manuals
8. Host “Meet VenuWorks” reception for all employees
9. Come to mutually acceptable arrangement with stage hands union

Operations

1. Conduct meetings with fire, paramedic, public safety and other interactive agencies
2. Review facility keying and security
3. Inventory equipment for hand over
4. Develop Operations staff training program
 - a. OSHA required training
 - b. Required equipment training
5. Develop Safety Committee
 - a. Include various members of fulltime staff
 - b. Include various members of part time staff
6. Review and update SDS (Safety Data Sheet) program
7. Develop capital needs priority plan
 - a. Building equipment
 - b. Production equipment
 - c. Maintenance equipment
8. Revise standing purchase orders with vendors (change to VenuWorks if required)
9. Review and revise as needed all standing contracts for maintenance and services
10. Implement CMMS software – data input and staff training/coordinate with client to continue utilization of client asset management/maintenance program/software.

Concessions

1. Verify inventories and cash banks
2. Review Food and Beverage budget for coming fiscal year
3. Review year-end close-out and verify
4. Review menu and revise as appropriate
5. Review and confirm proposed staffing levels
6. Monitor stand changes, if any
7. Review and approve vendors and products
8. Monitor service, staffing, inventory control and cash handling

Ticketing

1. Review ticket arrangements
2. Establish ticketing policies
3. Set up sales tax and credit card accounts to VenuWorks
4. Activate Ticketmaster contract and installation and training of box office hardware and software.

Marketing, Sales, and Public Relations

1. Change standing orders to VenuWorks with media vendors
2. Revise annual marketing plan
3. Meet with media reps to explain transition
4. Issue media releases as necessary to announce change in management
5. Develop sponsor sales plan
6. Host “Meet VenuWorks” reception for media reps and city officials, agencies, users and other members of the community
7. Initiate sponsor/advertising recruitment plan

Bookings

1. Revise contracts for all upcoming events to indicate VenuWorks as manager and as additional insured
2. Meet with client to discuss booking policy issues
3. Execute any unexecuted contracts for upcoming events
4. Meet with event planners to reassure them their events will happen as planned
5. Contact promoters to explain new management arrangement
6. Host “Meet VenuWorks” reception for facility users
7. Review contracting / settlement practices

c)i transition PLAN

Employee Retention

VenuWorks objective is to retain and transition as many of the current staff as possible. We appreciate how the current management and employees have successfully operated the facility and set today's quality standards. Operating with a qualified staff that embraces VenuWorks culture of success will be critical to building on the existing success of the Bloomington Center for the Performing Arts. VenuWorks will provide the leadership to further develop the passion, professionalism and performance of the staff at each facility.

We will act quickly to relive anxieties of the incumbent staff. Affected personnel will be briefed in detail regarding upcoming changes as a result of a new operating structure. We will approach each individual with compassion and respect. This is a delicate process and it's important to use it to learn about one another.

- Through interviews and one-on-one meetings, we will share with each employee our goals and objectives for the facility – discussing the importance of the VenuWorks operating culture, philosophy and vision.
- VenuWorks offers a complete menu of benefits for its employees. We know that any employee who can focus on the job because they can effectively manage their health and welfare as well as those of any individuals for who they are responsible is a happier more productive employee.
- **Group Medical Insurance***
- **Ancillary Benefits**
 - Dental Insurance (Delta)
 - Vision Insurance & Discount Plan
 - Group Life Insurance
 - Long Term Disability
 - Short Term Disability
 - Additional Life and Disability Plans
 - Supplemental Life Insurance
 - Tax savings for ancillary insurance plans
- **Flexible Spending Accounts**
- **401(k) Retirement Plan**
- **Employee Assistance Program (EAP)**
- **New Hire Orientations**
- **Employee Handbooks**
- **Job Descriptions**
- **Performance Appraisals**
- **Training**
- **Family Medical Leave**
- **Personal Time Off (PTO)**
- **Paid Holidays/Vacation**

***VenuWorks will be able to offer transitioning employees a comprehensive health benefit plan.**

VenuWorks has a proven track record of maintaining staff in the facilities for which we have assumed management. We are committed to increased programming levels, providing superior services and increasing revenues by supporting and helping to develop local staff, not by replacing them. This has been our experience in the facilities in which VenuWorks provides leadership.

We would expect to retain under VenuWorks employment all of the current employees who are performing satisfactorily and who desire to come to work for us.

- Whenever VenuWorks assumes the management of a facility, we make every effort to continue the employment of the incumbent management team and staff.
- We are usually successful in achieving improved results by bringing our VenuWorks corporate support to bear in training, monitoring, and redirecting incumbent staff.
- Sometimes this option is not available to us. The client may demand a change in location leadership. The incumbent(s) staff may have non-compete agreements with their former employers. Or sometimes the incumbent(s) have options elsewhere and just choose to seek other career opportunities, rather than make the change to a new management company.

Additionally, we would expect to review individual performances after six months to be sure we are making appropriate progress in our action plan, to determine whether or not individual employees possess the skill sets necessary to be successful, and to be sure that the work load is balanced appropriately among the staff at the facilities.

VenuWorks prides itself on being a good employer. We work hard to recruit outstanding individuals, to promote from within whenever possible and to recognize the performance of all workers.

c)i transition PLAN

Client Communication

Russ Ferguson, VP of Food and Beverage, will function as the immediate Client contact for the City. The General Manager will report to Russ. Once a stabilized operation is achieved, Russ will visit the account minimally on a quarterly basis dependent on location performance. Additionally the Vice Presidents of Marketing, Live Entertainment, Food and Beverage, the CFO and National Director of Convention Centers will make annual trips to the location in addition to other visits that may be required dependent on circumstance.

Steve Peters, President and CEO and Joseph Romano, Executive Vice President will visit the location biannually, or again as may be required dependent on circumstance.

However, the lines of communication between the location staff and VenuWorks corporate offices and between the Client and VenuWorks Corporate offices are open and always available. While no organization can survive without structure, VenuWorks prides itself on having an expedited communication channel and compressed decision making chain to react to opportunities and issues with equal vigor.

VenuWorks has no plans to outsource or subcontract any portion of the Bloomington Center for the Performing Arts management contract or operations.

VenuWorks will not enter into subcontracts for services except as those that may be specifically noted in the contract without first obtaining client approval.

We would assume ongoing relationships with those service providers currently identified by the City assuming satisfactory historical performance.

c)i transition PLAN

No Conflict

VenuWorks manages no facilities that will compete with the Bloomington Center for the Performing Arts. Our focus will not be diluted by commitments to other clients within the region.

VenuWorks sees the City of Bloomington, the immediate region and specifically the Bloomington Center for the Performing Arts fitting our mission of providing responsive, superior service to clients in mid-size markets. Our efforts are not compromised by large major market clients.



PROPOSAL

and associated documents

a) firm EXPERIENCE

b) team EXPERIENCE

c) work SCOPE

i. Transition Plan

ii. Booking & Marketing

iii. Food Service

iv. Operations

v. Finance

d) compensation PROPOSAL



booking EVENTS

Booking Events for the Bloomington Center for the Performing Arts

The VenuWorks core management philosophy is centered on events. Events are the lifeblood of every entertainment and convention facility. We believe it is important to create a diverse programming calendar that is a good balance of artistic, educational, commercial and community/non-profit events. Our strategy is to find programming that fits all spaces of the facility and the needs of the community.

Booking Entertainment Events

VenuWorks' programming division is under the direction of Vice President of Event Programming and Content, John Gimenez. Under his direction, VenuWorks books hundreds of concerts and entertainment attractions across the US each year. In many cases, these events are promoted or co-promoted by VenuWorks. That means, we put VenuWorks dollars at risk to bring events to our client venues. This year we will promote over sixty events in our arenas and theatres. Talk about your management company having skin in the game!

All bookings will be done by our in-house booking team. Onsite that team will consist of the Executive Director and event booking staff. They will work hand in hand with our central booking office. Your local booking team will be just one part of a nationwide network of venues working together to book the very best talent for the venue.



booking EVENTS

Ticketing

That effort is enhanced by our national agreement with Live Nation/Ticketmaster. Not only do we have one of the very best TM agreements in the country, we have a commitment from Live Nation to help us bring live content to our venues. The concerted effort includes bi-weekly conference calls with Live Nation's national booking office, quarterly reviews, and annual face-to-face meetings. This teaming gives you the best combination of strengths: VenuWorks' boutique attention to detail and customized programming for your unique market demand, coupled with the international buying power of Live Nation.

Live Nation Entertainment is the largest live entertainment company in the world connecting over 550 million fans across all their concerts and ticketing platforms in 40 countries as of 2016. For over fifteen years now, VenuWorks has been a significant partner of Live Nation Entertainment's ticketing division, Ticketmaster, and more recently, we have developed a strategic partnership with Live Nation's promoter division; aimed specifically at driving live entertainment content into the facilities we manage. In an ultra-competitive content landscape with more venues competing for tour dates, Live Nation's promoter division has been a significant advocate in helping VenuWorks drive more content and more revenue into the venues we manage.

On the ticketing front, Ticketmaster provides VenuWorks and all of our managed venues with an unparalleled sales and distribution network, as well as a premier integrated marketing platform built specifically for live entertainment. Together with a ticketing system that is the standard to which all others are measured, a diverse suite of products and a multi-million-dollar annual commitment to technology, VenuWorks' partnership with Ticketmaster will ensure that the venue is well positioned every year to maximize business opportunities, discover new fans, effectively market your events, and sell more tickets.

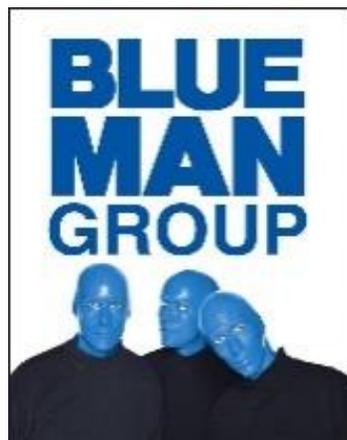
Without a doubt, as our partnership with Live Nation Entertainment has grown we have developed a deep understanding on how best to leverage this partnership for the benefit of the facilities in the VenuWorks management portfolio. We also work closely with more than a dozen regional promoters who consistently book our markets. Every other week the team holds calls of their own, often inviting regional promoters to participate. Our booking teams are in daily contact with promoters like David Bucksner in Omaha, Al Zarr in Joplin, Brad Garrett in St. Charles, Larry Frank in Madison, Jade Neilsen in Fargo and Sam Summers in Des Moines to bring touring shows to our venues.

Our booking team members attend national meetings like the International Association of Entertainment Buyers, Pollstar Live, VenueConnect, and the Association of Performing Arts Presenters Annual Conference. They also make regular trips to LA, Nashville and NYC to meet with agents and promoters, one on one.

Using our in-house booking team has two important advantages. First, all of our deals will be transparent and open to you. There will be no back room, secondary deals that could funnel off money that should come to the venue. Second, we will bring you ALL available acts, without having to decide how to parcel out shows to competing venues in the market. And we will book those acts at the most reasonable and affordable prices. We get those prices because we are also transparent with agents and artists. We want our artists to maximize their take out on concerts, and we know how to structure deals that will make that possible.

As important as it is to book the best artists, it is just as important to know how to treat the performers when the trucks pull up early on the morning of the show. You will find that VenuWorks venues have a reputation for providing the very best support services for concerts and events.

We maintain strong working relationships with the agents, the producers and the bookers of these wonderful family attractions.



Regional Booking Partners

We also work closely with more than a dozen regional promoters who consistently book our markets. Every other week, the team holds calls of their own, often inviting regional promoters to participate. Our office works with artists and promoters all over the country to bring touring shows to our venues.

Event Share Program

VenuWorks has successfully created great events that have become part of the communities we serve. In many cases, an event created in one VenuWorks market can be adapted to fit the needs of a venue in other VenuWorks markets. We call that “Event Sharing”. Our event sharing program enables us to take VenuWorks created events from one location and share them with similar venues we also manage. We find local sponsors and vendors to make these events community driven and something that people look forward to on an annual basis.

In addition to presenting events and working with promoters to bring touring artists to the Bloomington Center for the Performing Arts, we would be pleased to work with the City, event organizers, and CVB to assist in enhancing existing successful festivals in Bloomington and will work to develop new local event partners with whom we could create annual events.

Currently, we host very successful, locally originated events in each of the communities we serve. Some examples of created local events include:

- The Grape Escape, a fundraising event featuring local restaurants, wine tasting, entertainment and a live and silent auction with funds going to the performing arts center
- The fourth largest Holiday Festival of Trees in the United States takes place in our Adler Theatre in Davenport, IA. It is a fundraising event for the local arts council, which funds grants to local arts organizations, most of whom turn around and rent the Adler for their activities
- We have indoor/outdoor events such as the Uncle Sam Jam for July 4th in Brookings, SD
- At the Victory Theatre in Evansville, we offer a summer pop music series with a sponsor that underwrites the events
- We work constantly to bring new events and new event providers into our facilities by doing such things as creating new theatrical productions, by partnering with national and regional promoters, and creating new industrial and lifestyle events.



Presenting the Performing Arts

VenuWorks has extensive experience in presenting world renown performing artists and attractions in its theatres and performing arts centers. Whenever possible, we present these programs in subscription series. Jam Theatricals is the presenter of the Broadway Series in in Davenport, Cedar Rapids and Kennewick. We have also co-produced on Broadway with them. The letter from Jam Theatricals president Steve Taxler in the Appendices section of this proposal attests to the long standing relationship between Jam Theatricals and VenuWorks.

Of course, there are costs involved with such growth strategies. We have worked with a many different venues, each with its own distinct set of challenges, to develop event funding. These funds exist for the very purpose of absorbing the risk on an event. To aid in evaluating financial risk, we have developed a Risk Assessment tool that measures potential revenues against projected expenses. This aids programming committees in selecting which events to present.

Broadway shows tend to be the most popular, the most profitable and also the most expensive programming for performing arts centers. We maintain close relations with all the major booking offices and producers in New York City to be sure we can deliver the best quality and newest offerings from Broadway to the venue.

One way to be sure your venues are included on Broadway tours is to participate in the development of the shows and the tours. VenuWorks is working hard to develop new programming content on many different levels. Touring Theatre Associates was created by VenuWorks in partnership with Troupe America, a Minneapolis-based production company; and two major New York producers. The first offering of the new company, a production of the Broadway hit musical JEKYLL AND HYDE, opened at the VenuWorks-managed Ames Center in Burnsville, Minnesota on September 24, 2014 before launching a 19 week tour across the United States. Our second season we produced a tour of FLASH DANCE. Tours like these fill a need in our smaller markets where the big national tours that play for at least a week at a time cannot be presented profitably. Our tour booking partner is Columbia Artists Theatricals.

JEKYLL AND HYDE was just one of many tours to rehearse and open in our Burnsville, MN performing arts center. In addition to JEKYLL AND HYDE, the national tours of *Scooby Doo Live*; *Church Basement Ladies*; *Cash: Ring of Fire*; and *Miracle of 34th Street* all rehearsed and launched their tours from the Ames Center.

VenuWorks was also a co-producer of the hit Broadway revival of the Pulitzer Prize winning comedy by Moss Hart and George S. Kaufman, *YOU CAN'T TAKE IT WITH YOU* which opened in New York City on September 28, 2014. The show, which starred James Earl Jones, received rave reviews. VenuWorks has been presenting Broadway series in markets across the United States for nearly two decades. This venture to Broadway represents the next step for us to have access to the premiere touring theatrical productions and bring them to smaller markets.

Last December, VenuWorks Theatricals produced a new Christmas musical entitled *NOEL* at the National Opera House of Ireland. The *NOEL* book was written by Eoin Colfer, internationally known children's author of the *Artemis Fowl* novels. We are currently developing 2018 tours for both the US and Europe.



Co-promotion and Self Promotion of Events

Booking performing artists and attractions is a very competitive business. In order to be successful, a venue manager must be able to demonstrate significant profit potential to the promoter, the booking agency and the artist's management. At the same time, the manager must be able to help mitigate the risk that the promoter will have in presenting the event. There are more and more venues competing for top shows. Therefore, it has become common for venue managers to engage in co-promotions with established promoters. This amounts to sharing the risk of the event with the promoter by pooling the combined venue and promoter profits, and splitting them. Generally speaking, the venue contributes net revenues from food and beverage sales, parking, ticketing and merchandising. The promoter contributes his profit from ticket sales.

There are several kinds of co-promotions:

- **Percentage Deal:** A venue might contract to present an event as a partner of the show or the artist, splitting the gross ticket sales. The venue has to cover its own expenses with its share of the split. This is common for family shows.
- **Upside Co-Pro:** The venue contributes its net revenues to the combined profit pool with the promoter, but takes no risk beyond the amount of revenue earned on the event. In this way, the venue helps to mitigate the promoter's risk without actually assuming risk beyond the moneys earned by the event itself. If the event loses money, the venue makes no money, but it does not lose money either.
- **Up and Down Co-Pro:** The venue and the promoter pool their profits, and share any revenue losses that might occur.

Event Management Systems

Our entertainment facilities utilize computerized event management software to provide clients with a proven system for managing event booking calendars. We use eventbooking.com for our calendars. Event Booking allows 24/7 booking capabilities with the venue receiving additional booking support from our network of VenuWorks' venue managers and corporate staff.

The booking system will quickly and easily add and remove events from the calendar; alert staff of potential double-bookings and syncs to existing Google Calendar, Outlook, or iCal. Drag-and-drop editing, automated email alerts, flexible reports, custom forms and more allow the venue staff to be productive. Powerful access controls ensure the venue's information is protected – internally and externally. The venue can build a variety of reports, from finances to resource planning to side-by-side avails. It quickly and easily prints out hold confirmations, downloads as PDF for sending, exports to Excel and more. Filters allow customization by date, room, resource type, owner, and more.

Non-Theatrical Programming: As important as it is to fill our primary theater spaces, there is a strong need for meeting, banquet and conference space. We will partner with the local hospitality industry to help develop and implement sales pursuits for attracting visitors/guests to their hotels:

- Our Local effort: we encourage local organizations and businesses to bring meetings and conventions home and to offer assistance and recognition to those who are willing to try.
- Our Regional effort: we help solicit business from regional meeting and convention planners largely through direct mail and personal sales follow-ups.
- Our National Effort: on a very limited basis and with great care to focus on specific market niches, we will solicit national business through direct mail, promotions and appearances at gatherings of national meeting planners.

We also work closely with the local hotel community to maximize the potential for “heads in beds” to the events we jointly pursue (for example Dance Competitions). Our venue General Manager and Marketing staff will actively participate in the bid process for these events.

It will be our goal to build long-term community alliances to insure the ongoing success of the BPCA. Strategies that have been successfully implemented in other markets include:

- Outreach to the community to build bridges among different interest groups to bring diverse events to the building
- Flexible scheduling policies that allow community clients to schedule events in advance without closing out the building calendar to other presenters whose events schedule on short notice
- Identifying and recruiting local corporate partners willing to sponsor the Angel Fund or specific events which will offer marketing leverage for their companies allowing more in-house programming

marketing OVERVIEW

Successful operation of our live entertainment facilities is achieved through strategic programming, effective marketing, tight operational controls and exceptional customer service.

The goals of our venue marketing strategy are:

- to gain a complete understanding of the challenges and opportunities within the local marketplace;
- to improve the event activity and increase event attendance through expert booking practices and effective marketing strategies;
- to increase bottom line revenue with sponsorship and in-venue asset sales;
- to become an integral part of the community.

Venue marketing is a cooperative effort involving the local facility staff and the VenuWorks Corporate marketing team. Collectively, this group will develop marketing programs to accomplish the goals previously mentioned.

Once we are armed with a complete view of the market, VenuWorks' marketing department will work with local stakeholders to develop strategic marketing plans that will serve as visual blueprints for "positioning" and marketing the Bloomington Center for the Performing Arts. It is a fluid document that will be updated regularly as campaign responses are analyzed, new techniques and methods are implemented, and client objectives change.

advertising & PROMOTION

Booking the event is only the beginning. Once an event is confirmed, it is time to develop an event marketing and promotional plan.

Of course, it's impossible to create a perfect "standard" event marketing plan. Every event is different – event type, budget and target market. Thus, it is the responsibility of the marketing department to utilize the analytical resources available to them to create a comprehensive marketing and promotional plan for each event at the venue. The plan will include details and schedules for each of the following elements:

- Advertising – cash buy and/or trade (print, television and radio)
- Public Relations
- Email marketing
- Social Media
- Digital
- No Cost / Low Cost marketing
- Sponsorship proposals

Let's review some of the areas that will be included in the venue marketing plans.

Advertising

- General venue advertising should be placed sparingly and precisely. Advertising will build awareness but it will not, by itself, create bookings. Advertising should be used in tandem with direct sales efforts, as a reinforcement of the sales message, targeted specifically toward the sales audience.
- Ads should be placed in publications that are read by qualified clients in the major components of programming:
 - entertainment
 - local business: social, industrial, fraternal and religious
- Placement of ads should:
 - be timed to appear in publications that are current with direct sales efforts
 - or, publications that have an extended shelf life (facility directories)

Public Relations

Public Relations relies on good relationships between the marketing department of the facility and the media. The better the relationship, the more likely there is a chance to get a story that is positive about the building and its events. Developing positive, good news stories about the venues, its staff and events, is a key component in building local awareness.

advertising & PROMOTION

Media Relations

The media plays a vital role in helping to raise awareness of a public assembly facility and the programs it presents. The creation of a media relations plan is key to getting the most out of interactions with the media, whether in routine daily operations, the development of an event ad campaign, or in an unexpected situation of crisis. In each of our client markets, VenuWorks location managers, with assistance from the VenuWorks corporate marketing staff, are charged with the creation of media relations plans as summarized in the following components:

- Perform a situational analysis – Analyze the current situation or environment, identifying the history, background, positive and negative conditions, assets, and obstacles to the message you want to send
- Establish goals and objectives – What are the overarching results you wish to achieve? Knowing the goal will provide the direction the media strategy will want to take. From that, measurable objectives can be created to accomplish the end “goal.”
- Target the audience – Defining who needs to hear your message helps develop the strategies and tactics that work best to reach that target audience
- Develop key message(s) – What is the message? What do you want people to remember, to become aware of, or to change their mind or behavior about?
- Strategy, tactics, and timeline development – Strategies are the “who”, “what” and “how” of meeting the stated objectives. Tactics are the tools used to accomplish the strategy. For example, if the goal is to raise the awareness of a facility, an objective might be to generate a quantifiable amount of news coverage of the venue. One strategy would be to foster relationships with appropriate reporters. Tactics for doing that could include individual meetings, news conferences, or press releases. All the above is then developed within a detailed timeline.
- Media list development – Creation of a comprehensive, updated media list can be used to help distribute media materials that keep media entities informed and involved.
- Measurement and Evaluation – An often-overlooked part of a media relations plan is the evaluation; but it is important to calculate what worked best in the plan. Measurement of the number of stories placed, the “reach” or “number of impressions,” the accuracy of what was portrayed, and the advertising dollars saved are a few ways a media relations campaign can be measured.

A successful media program is most importantly about building relationships. Understanding that members of the media have demands and pressures built into their jobs and allowing them to accomplish their goals while getting the venue's message across is a win-win situation for the facility manager, the venue, and the media.

Sales Materials and Direct Sales Efforts

The sales & marketing team must have detailed sales materials. These materials are invaluable when marketing your venue to the stakeholders. These materials will include:

- Digital and printed collateral showing floor plans, specifications and photos of typical events
- Sales brochure with detailed venue and market information sheets that can be added / subtracted to match the interests of the prospective client
- Supplement these facility materials with video promoting local market amenities

It is imperative a venue constantly be in "sales" mode. Direct sales efforts will be put into the plan and executed by the marketing team. These efforts may include:

- Targeting local, regional and national event producers and promoters.
- Sales blitz calls to the Convention and Visitors Bureau staff
- Conduct FAM events consisting of meal, presentation and entertainment
- Attend key conventions of entertainment planners
- Develop premium "gifts" for distribution to qualified prospects

Digital and Social Media Footprint

VenuWorks leverages digital and social media to reach visitors before they arrive at our venues and to communicate with them while they are there. Through the venue websites, email marketing, social media, digital advertising and mobile communications, our venues are able to communicate with patrons and event planners 24-7.

Websites

Each VenuWorks location maintains a unique, interactive website that includes venue contacts, general facility statistics, upcoming events, ticketing information, social media interaction and news. In today's marketing world more than 50% of patrons are accessing the web from a mobile device; thus, our websites are mobile optimized for a better customer experience.

advertising & PROMOTION

Email Alerts and Fan Notifications

Using big data, Ticketmaster engages fans throughout the entire event life cycle with customized and relevant content by using algorithms that define the fan's artist preferences and geo-location. With **more than half** of all emails being opened from a mobile device, **every** email sent is mobile optimized to increase open rates, click-through rates and conversion.

Opt-in ticket alert subscribers receive one or more of the following email alerts:



tmMessenger is a fully integrated email automation solution built exclusively for Ticketmaster and powered by the Salesforce Marketing Cloud. With tmMessenger, you can amplify your interactive marketing efforts by integrating all your email efforts with your ticketing, subscriber and donor CRM data. tmMessenger's integration with the database increases online sales by allowing you to create customized cross-channel campaigns, increase consumer engagement and track detailed results. tmMessenger is provided to VenuWorks-managed facility at no cost to the client.

Ticketmaster's email suite is one of Forbes Top 15 Most Popular Email Subscriptions

83k+

local BLOOMINGTON
area subscribers

99.5%

tmMessenger
deliverability

Social Media

Our social media plan will comprise of an audit of where your accounts are today, goals for where you want them to be in the near future, and all the tools you want to use to get there. The plan will guide your actions, but it will also be a measure by which you determine whether you're succeeding or failing. We will use the following process when working with the local marketing team on their social media strategy:

- Create social media marketing objectives and goals – These goals will use the S.M.A.R.T. framework (specific, measurable, attainable, relevant, and time-bound) and be aligned with your broader marketing strategy so that your social media efforts drive toward your business objectives.
- Conduct a social media audit – Prior to creating your social media marketing plan, we will need to assess your current social media use and how it's working. VenuWorks uses Blue Digital services by Ticketmaster to complete a comprehensive digital audit of our venues. This is a service VenuWorks provides to our clients at no cost.
- Create or improve your social media accounts – Each social network has a unique audience and should be treated differently. Together we will choose which networks best reach our fans and meet our goals. Accounts needs to be optimized for SEO and promoted across platforms.
- Gather social media marketing inspiration – Social media ideas, best practices and strategies are shared among the VenuWorks marketing team through monthly conference calls and email distribution groups. However, your fan can also provide you inspiration. We learn their habits—when they share and why—and use that as a basis for your social media marketing plan.

Mobile Marketing is Mandatory



84%
50%
+18%

of live entertainment attendees own a smartphone

of all Ticketmaster traffic comes from a mobile device

YoY Mobile ticket sales growth

advertising & PROMOTION

Social Media, continued

- Create a content marketing plan and a social media content calendar – Our social media marketing plan will include a content plan, (What type? Target audience? How often? Who creates? How to promote?) comprised of strategies for content creation and a content calendar. The social media content calendar lists the dates, times, content and images you intend to publish.
- Test, evaluate and adjust your social media marketing plan – The VenuWorks analytics department will guide the venue staff with testing campaigns, analyzing successes and shortcomings, and suggesting strategy adjustments to your social media plan. We understand a good social media plan will be constantly evolving. As new networks emerge or challenges arise, the VenuWorks team is positioned to support our venues with a successful social strategy.

Digital Advertising

VenuWorks along with Blue, Ticketmaster's digital marketing agency, offers a full suite of digital marketing services, to place digital advertising. Blue combines Ticketmaster's strengths in live event marketing, fan engagement and data analytics to help you reach more fans and spend your marketing dollars more effectively. We work with Ticketmaster to plan, implement and measure optimized marketing campaigns using the world's largest fan database and network of marketing partners.

As part of Blue, Ticketmaster provides our venues with a digital scorecard that analyzes your digital foot print. This report provides insights on your current practices and offers suggestions on expanding your reach, acquiring new fans and providing a better fan experience.

A FULL SUITE OF DIGITAL MARKETING SERVICES					
Planning & Benchmarks	Managed Search	Fan Networks Programmatic Ad Buying	Premium Emails	Paid Social	Web Design
					
					
FAN AND LIVE EVENT DATA					

Sponsorship & Advertising Sales

The VenuWorks team generates millions of dollars in revenues annually for clients through naming rights, sponsorships, pouring rights, and display advertising. In Iowa, we have been successful in selling naming rights for the U.S. Cellular Center and McGrath Amphitheatre in Cedar Rapids. Across the country, we experienced additional success at the Ford Center in Evansville, IN; the Toyota Center in Kennewick, WA; the Swiftel Center in Brookings, SD; the Sanford Center in Bemidji, MN; Grossinger Motor Arena in Bloomington, IL; and the Ames Center in Burnsville, MN.

Furthermore, we have creatively expanded naming rights sales to interior areas of our venues. Examples include Daktronics Banquet Rooms in the Swiftel Center, Old National Bank Level in the Ford Center and the Dodge Pick-Up Window at the Ames Center Box Office – a fun play on words that yields thousands of dollars per year from a very innocuous sign.

Embracing the Community

We understand the importance of marketing the venues to the community. Our venue leaders are active in local civic and non-profit organizations. They work with the Convention and Visitors Bureau and the local hospitality industry to develop and implement a marketing plan for attracting visitors to events. We will education the local residents on the benefits of having two first-rate venues in the community. Additionally, we calculate and report annual economic impact generated by the venues.

Public Feedback

VenuWorks venues create local advisory “focus groups” of volunteers from varying demographics who agree to provide timely and confidential feedback about potential events. This feedback from a group that purchases the tickets has proven an invaluable tool to promoters seeking the most advantageous venue for their acts.

Bottom line, VenuWorks’ strategic marketing efforts will provide the venue with a solid foundation for success.

A photograph of Miranda Lambert performing on stage. She has long blonde hair and is wearing a dark red long-sleeved top. She is holding a microphone and singing. In the foreground, a large, dark, diagonal banner reads "SOLD OUT" in large, white, serif capital letters. Below "SOLD OUT", the text "SWIFTEL CENTER | MARCH 3, 2017" is written in a smaller, white, sans-serif font. The background is dark with some stage lights.

Thank You
MIRANDA LAMBERT
OLD DOMINION & AUBRIE SELLERS
for driving the
HIGHWAY VAGABOND
tour through
Brookings, SD

SOLD OUT
SWIFTEL CENTER | MARCH 3, 2017

Special Thanks To

Brian O'Connell, Patrick McDill,
Maggie Leaver and Doug Lefrak
AT LIVENATION

Joey Lee AT WME

Marion Kraft
AT SHOPKEEPER MANAGEMENT

VenuWorks

MA
Swiftel
CENTER

FOR BOOKING, CONTACT TOM RICHTER | EXECUTIVE DIRECTOR | (605) 692-7539 | TRICHTER@SWIFTELCENTER.COM



PROPOSAL

and associated
documents

a) firm EXPERIENCE

b) team EXPERIENCE

c) work SCOPE

i. Transition Plan

ii. Booking & Marketing

iii. Food Service

iv. Operations

v. Finance

d) compensation PROPOSAL



food & BEVERAGE

Quality isn't expensive, it's PRICELESS!

VenuWorks provides its clients with the assurance of well-prepared, quality foods presented with imagination and flair, with excellent service that is unequalled. We are proud of superior quality of the concession and catering services we provide in the venues we manage.

Operational Plan – F&B Controls, Systems and Procedures

VenuWorks has developed a proprietary F&B Planning Guide that systematizes our processes and governs our food and beverage business affairs. This manual has helped standardize and streamline our operations, giving our managers a quicker view of pertinent information. This allows us to plan and forecast more accurately our needs for given client events.



food & BEVERAGE

Integrated Services

We manage all aspects of the Food and Beverage operations in nearly all the venues we serve. This allows us to maintain the highest quality controls while delivering the greatest profits to the venue's bottom line. We do this all under one company – VenuWorks. We do not establish food and beverage subsidiaries like our competitors do. Separate companies, whether they are subsidiaries or not, require their own profit lines. And the commissions those subsidiary companies collect result in reduced profits for the venue.

Our in-house operating model has three chief advantages.

- First, financially it provides the most upside potential and the **VENUE** will significantly improve its take of net departmental profit earned.
- Second, our financial reporting is transparent and our accountability to the client unfettered.
- Third, the in-house operating model creates the greatest flexibility in negotiating event/convention business terms since no third-party guaranteed percentage influences the financial negotiation.

There are very tangible marketing advantages to our “in-house” food and beverage services.

- Our set-up allows event planners a ‘one-stop shopping experience’, in which one management entity controls scheduling, pricing, and food arrangements.
- With the building GM having ultimate control of our activities, we can partner to collectively negotiate total packages to planners that include: rental, equipment, and staffing fees along with catering considerations, allowing for all-inclusive pricing.
- Our proven systems provide for ongoing quality control and direct management of menu pricing, inventory management, and financial accountability.



food & BEVERAGE

Merchandising



Branded merchandise helps boost 'per caps'

In competing for the attention and the dollars of today's customer, concessionaires have come to realize that brand name recognition plays a critical role. Branded products have played a significant part in increasing per caps in VenuWorks-managed buildings. These products are capturing an ever-increasing share of the food sales due to:

- Customer preference and loyalty to regional and national brands
- Advertising impact of brand marketing
- Delivery of conveniently high quality products to consumers

Because each market is different, VenuWorks has found it to be in the best interest of our clients to custom tailor the choice of brands to each facility, thus allowing room for popular local and regional brands.

Food and Beverage as a Marketing Tool

The patron's experience at a venue can be tremendously impacted by the way in which food and beverage is managed. When the food and beverage experience (encompassing everything of the site, smell and taste of the food, as well as the delivery of it to the customer) is on par with what people expect to find in their favorite restaurants, the venue can then use the food and beverage experience as a marketing tool.

food & BEVERAGE

Procedure

Policy and Procedure

All specific processes and procedures listed are considered mandatory practice for all VenuWorks locations. Site visits will periodically be performed where corporate staff will test actual practices against the procedures and forms as prescribed by this manual. Suggestions for additions, corrections or revisions should be forwarded to the VenuWorks Corporate team. The mission of this manual is to help our staff in:

- Delivering F&B products and services of the highest quality, with menus, portions, and pricing that creates positive and lasting customer relations.
- Implementing internal controls to safeguard inventories; including receipt, storage, and physical count processes.
- Delivering F&B products and services of the highest quality, with menus, portions, and pricing that creates positive and lasting customer relations.



Congratulations to our Chef Chris Carton for winning two awards at the Annual Quad Cities Taste of Elegance Gala!! Top chefs from around the area competed for the trophies. (July 2017)



PROPOSAL

and associated
documents

a) firm EXPERIENCE

b) team EXPERIENCE

c) work SCOPE

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d) compensation PROPOSAL

The condition of the facility sets the tone for the guest's experiences. As such, VenuWorks maintains operating procedures for the buildings it manages that result in facilities that are clean, well-maintained and present a welcoming atmosphere for the patrons; who are important to the success of any public assembly facility. Whether it is a concert, a music recital, a consumer show, or a conference, we owe each guest our best effort to meet their needs, solve their problems, and have them want to return again.

The attention VenuWorks gives to the maintenance of its facilities has been recognized within the industry. A number have been presented Prime Site Awards of Excellence from the Facilities Media Group for venue excellence. Award winners were selected by a panel of industry experts based on the physical and structural dynamics of the building, the venue staff, and the level of technology of its sound, lighting, and staging.

Randy Baumeister, VenuWorks National Director for Operations and Production, will work closely with the location maintenance and operations staff to ensure that a comprehensive plan is in place and rigorously followed to care for the City's assets; infrastructure, FF&E, facility systems, rolling stock and production equipment.

Just as every decision is a marketing decision, every staff member in a public assembly facility (PAF) should be a representative of the maintenance and housekeeping department, reporting repairs and custodial problems observed throughout the facility. For good managers, it becomes second nature to pick up trash or straighten out lobby furniture as they walk through their buildings. When other staff members see that, they know that the commitment to cleanliness starts at the top.

Effective maintenance and custodial programs are the result of long range planning, budgeting and training. Large-scale repairs are often planned for in multi-year capital improvement budgets. Small routine repairs and housekeeping are usually treated as operating expenses within the annual operating budget. The criteria for determining the difference between capital expenses and operating expenses usually involves consideration of the total cost and the life expectancy for the repairs or replacement items.

VenuWorks makes extensive use of computerized maintenance and custodial management systems. When applicable, these systems are installed to improve managerial information and facilitate decision making. In addition to supporting existing systems, we create new systems for performance measurement. We implement and support computerized systems for budgeting, maintenance scheduling, energy management, and benchmarking.

We are quite familiar with and operate many CMMS systems such as Maximo and TMA. Through what ever CMMS system we use, our IT team of professionals can import and export data through each system to insure data integrity and use of time efficiently when going from one system to another. TMA and other CMMS systems feature of service requests:

- Tracks all requests for service
- Ties requests to buildings, zones, cost centers, and equipment
- Assigns work order and tracks changes in status
- Tracks costs of labor, materials, purchases, and summary
- Provides integrated alpha-numeric pocket paging

Work Status Reporting:

- Allows for reporting of time, materials, and meter readings
- Validates employees' total hours of work for the day

Maintenance and Custodial Scheduling:

- Details inventory of all facility spaces along multiple variables
- Develops cleaning schedules based on space attributes
- Offers space modeling for schedule changes
- Captures handheld space information

Project and Event Planner:

- Tracks actual schedule to plan
- Ties employees to tasks

Supply Inventory Management:

- Tracks supplies tied to work orders and assets
- Tracks backorder, reorder, and reorder quantities
- Details multiple vendors and unit pricing

Purchasing, Receiving, and Invoicing:

- Ties purchases to work orders and assets
- Transmits approved invoices electronically to Accounts Payable

Asset Tracking and Equipment Inventory:

- Details equipment inventory
- Provides asset maintenance and financial history—YTD and LTD
- Details equipment configuration and areas served
- Ranks risk
- Displays CAD drawings tied to asset and photos
- Keeps mechanical equipment notes
- Captures handheld asset information

Service Contract Tracking:

- Tracks contract features such as cost, duration and renewal date
- Ties service contracts to assets

Quality Control and Inspections:

- Categorizes user-definable customer surveys by work type
- Surveys integrated into work request system
- Tracks savings to customer

Human Resources Management:

- Details employee name, address, phone number, and photo
- Provides job title, wage history, and skills inventory
- Tracks EEOC information
- Tracks training requirements—tied to job title
- Tracks training history by employee
- Tracks electronic days-off roster and attendance

A CMMS supports, integrates, and monitors your maintenance program. It will measure corrective maintenance and preventive maintenance for all your equipment and assets on site; create code compliance and safety compliance checks; track inventory, contracts, and contractors; and monitor the purchasing activities of your department. This live database is constantly updated with best practice procedures. VENUWORKS integrates Internet work orders with a Pocket PC. This paperless work order system magnifies your department's efficiencies in capturing necessary data. Work orders are generated during daily inspections and entered in the PC. Work orders are automatically transferred from a CMMS, allowing the scheduler to prioritize and distribute work while the technicians are on the floor. This customized system eliminates duplication of work entries and increases work performance, thereby reducing costs.

Specifically, we will provide:

- Facility Benchmarking—Provides facility benchmarks to assess staffing, purchased services, supplies, and utilities
- Equipment Database—Maintains the most exhaustive equipment database with maintenance information on more than 1.5 million pieces of electromechanical equipment
- Life-cycle Analysis—Aids in life-cycle cost analysis by providing repair history to help determine whether to repair or replace current equipment
- Equipment Audit Program—Includes an audit of your equipment in order to build a database that enables systematic anticipation of scheduled maintenance requests and provides information for warranty protection and replacement assessment
- Tracking Capabilities—Tracks people, training, maintenance schedules, and major and minor projects
- Customer Satisfaction Audit—Assesses customer satisfaction and provides a benchmark for evaluating future satisfaction scores
- Formalized Maintenance Summaries—Helps accurately determine both long- and short-term maintenance needs, and generates inspection forms and procedures

Technical Library

The continually changing face of education and maintenance requires an organization to remain abreast of current best practices. As a result, VENUWORKS employs proven and established protocols for maintenance and continually refines them to ensure their applicability in support of our clients and their missions. We will provide technical direction in the management of facility operations. We also act as a professional engineering liaison with other departments and those professional organizations, districts, and commercial organizations deemed necessary by the City. Your program includes the best in resources, allowing your on-site managers to deliver operational and service excellence, including:

- An on-site technical library, which includes detailed information on fire protection and prevention
- Logs documenting locations and work performed:
 - Filter logs
 - Fire alarm systems
 - Fire extinguisher logs
 - Daily journal of rounds
 - Boiler and chiller logs
 - Water treatment logs on boilers, chillers, and cooling towers
 - Contractor visit logs

VENUWORKS operations procedures:

- Personnel selection and development
- Maintenance program implementation
- Safety and code compliance
- Financial and materials management
- Maintenance and repair requisition system
- Program auditing

Support and consultation through:

- VENUWORKS corporate and area support personnel
- Rapid response email system
- “Ask the Expert” through the VENUWORKS Intranet
- Support through the VENUWORKS Intranet:
 - Best practices
 - Document library
 - Policies and procedures
 - Video lending library
 - Bulletin board
 - Benchmarking data
 - Equipment recalls
 - Recommended links
 - Operation instructions and safety precautions
 - Energy hints
 - Classified ads
 - Industry updates and press releases



facility MAINTENANCE

Ungerboeck Software CMMS

The great majority of VenuWorks clients employ CMMS software in the management and maintenance of their physical facilities and associated systems. VenuWorks is in the process of introducing Ungerboeck Management software throughout its network of facilities including a CMMS module for those clients who may currently be using more outdated tracking methodologies. A brief description of the Ungerboeck CMMS software follows:

Module Overview
Facility Maintenance

Exceptional facilities yield exceptional events
Your facility's reputation and future business depend on well-maintained spaces and assets. By combining the Facility Maintenance module with Event Management and Facility Booking, your facility will always be well-maintained and able to provide exceptional service.

Improve communication between departments
When facility maintenance is housed in a separate system, determining when spaces are available for routine or corrective maintenance becomes a cumbersome, manual process prone to errors. By bringing your jobs and events into one calendar, your maintenance team can easily see when spaces are available for work and your sales team can see when spaces may be unavailable due to maintenance.

Visibility of maintenance costs
The integration of Facility Maintenance with Ungerboeck's financials allows you to get an accurate picture of which items are being utilized and when maintenance costs are getting higher than replacement costs. Make smart decisions about your assets based on real-time, accurate information.

Increase your staff's productivity
A well-maintained facility requires routine maintenance. Save your staff time by eliminating the need to recreate routine maintenance jobs by providing them job templates. With one click of the mouse, you can schedule maintenance for each week, month or year. Rather than spending time creating job after job, your maintenance staff can focus on keeping your facility in excellent condition.

Maintenance history all in one place
Not sure when the fire extinguishers were last checked or the projectors were last cleaned? All of your maintenance history is one place and easily accessible. Have all of your asset information prepared for your inspection or for an event without any additional work from your maintenance team.

Selected Features
Seamless integration with other modules:
• Inventory Management allows for asset availability & low inventory alerts
• Use Purchasing for a streamlined purchase order process
• Schedule staff for maintenance jobs with Personnel Management
• Track resources used with service orders & work orders
• Schedule preventative maintenance on assets & track completed maintenance for good of maintenance with Fixed Assets

Additional Solutions
• Website Content Management
• Survey Marketing
• Customer Relationship Management (CRM)
• Event Management & Coordination

Need more information?
Contact us to learn how our solutions can work for you.

For more information, please call one of our offices or visit www.ungerb.com.
Newman 410.400.4000 | Dallas 410.400.0100 | Houston 713.269.7818 | Hong Kong +852 3620 1394
+1 800 400 4000 | +410 300 0100 | +61 7 2699 7818 | +852 3620 1394

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safety PROTOCOL

Patron Safety

Nothing is more important to our industry than the safety of the people who come to our venues. They attend our events confident in the belief that we have taken every precaution necessary to ensure their well-being while they are with us.



Today, ensuring the safety of our fans and patrons has become a complex and difficult undertaking. That is why we have developed our own standards of best practices, in conjunction with our Insurance Company and their risk management department. Our program is called “*VenuSafe*”. We believe it is our responsibility, as public assembly managers, to prepare ourselves to effectively respond to any number of emergencies that could occur in our facilities. A key component in our preparation is the development of an Emergency Action Plan for each of our facilities.

Through the resources of the International Association of Venue Manager’s Academy for Venue Safety and Security, VenuWorks has developed an Emergency Action Plan specific to each venue. This Plan is a tool used by venue staff to prepare, prevent, respond and recover from emergency situations. Additionally, we have developed a proprietary Trained Crowd Manager (TCM) program to comply with the National Fire Protection Association’s mandated code stating one TCM per 250 attendees at all public assembly facilities. VenuWorks facilities are in compliance with this code.

Note that John Siehl, our VenuWorks COO, is a long time instructor and Chairman of the Academy of Venue Safety and Security and serves on the Safety and Security Committee, a very successful program of the International Association of Venue Managers (IAVM). AVSS, in close cooperation with Homeland Security, has provided security training to the NFL, as well as to legions of venue managers across North America.

safety PROTOCOL

Employee Safety

VenuWorks is committed to protecting lives and minimizing risk at each of our facilities. VenuWorks employees are trained in preventative measures designed to minimize risk of injury or damage from internal and external conditions or actions. To minimize risk and to protect our employees, patrons and venues, each employee regardless of their position or department is trained to be aware of their surroundings and to respond appropriately to hazards or hazardous behavior. Our risk management partner, Holmes Murphy, along with our liability insurance company, conduct annual safety assessments for each of our venues.

VenuWorks is firmly committed to providing a safe working environment for every employee at the venues we manage. Vice President and COO, John Siehl, CFE leads the initiative to create safe and secure facilities. Siehl's background includes involvement in the International Association of Venue Managers (IAVM) Academy for Venue Safety and Security since its inception following the tragedy of September 11, 2001, first as a student, followed by a number of years on the faculty, ultimately becoming the Chair of the Academy. He also is an instructor at IAVM's Venue Management School (VMS). His involvement over the past decade includes integrating Crowd Management into the safety curriculum of the school.

John Siehl has led the initiative to integrate a team approach to safety and security for VenuWorks facilities. VenuSafe was conceived and brought into fruition to ensure the education, risk analysis and mitigation, OSHA compliance, and safety and security measures for events in all facilities. VenuSafe has instituted a Corporate Safety Committee comprised of John Siehl, Randy Baumeister (VenuWorks National Director of Operations) and three members from various facilities. This Committee has oversight and provides direction to individual account safety committees in all account locations. The location Safety Committees are responsible for carrying out initiatives from the Corporate Committee, ensuring that safety conference calls and monthly webinars are attended, and monitoring local risk analysis to comply with OSHA and insured liability risk mitigation.

The development of a proprietary Trained Crown Manager (TCM) by John Siehl has given VenuWorks an edge for internal training to comply with the National Fire Protection Association's Life Safety Code 101. This code calls for a TCM for every 250 people hosted in public assembly facilities. VenuWorks facilities are in compliance with code requirement.

Venu staffs are safeguarded through training, appropriate work surroundings and policies and procedures that foster protection of their health and safety.

An Employee Safety Manual has been developed for every venue which outlines VenuWorks approved safe work practices and the required OSHA workplace safety programs. VenuWorks employees are trained that no duty, regardless of its perceived result, will be deemed more important than the employee's health and safety. VenuWorks employees are involved and committed to safety. We have instituted a local Safety Committee in every account with members from multiple departments at each facility. Safety is emphasized as a team effort where, together, we prevent accidents and injuries and keep our employees safe and healthy.

VenuWorks has instituted a Corporate Safety Committee comprised of the Chief Operating Officer, our National Director of Operations and representatives from three of our VenuWorks accounts. This committee meets via conference call/GoToMeetings on a monthly basis. Additionally, we hold monthly webinars/GoToMeetings with the account safety committees on specific and timely safety concerns or subjects.

recruiting + training = PERFORMANCE

Delivering Consistent Quality Customer Service:

Linking Recruitment, Training and Event Day Operations

Overview

VenuWorks' **Customer Service** Training Program helps employees understand how different elements of the organization can connect to create a high quality, high performance culture of service.

Getting started	“Critical Links” model	Connection Points	Tools	Making the connections
Start transforming staff in to brand ambassadors that consistently deliver quality service to your customers.	A four-part model that provides a systems approach to building a culture of service in your organization.	By addressing specific Points to Consider, we will examine each component of the Critical Links model and define what it means, how to use it and how it connects to the other links in the model.	Each link will be illustrated with a number of practical tools in the form of concepts, documents, initiatives and examples that can be adapted for use in your organization or serve as an inspiration for your own innovation.	The session will close by showing the power of the critical links: the result is much more than the sum of each part.

Getting Started

- **Start with the end in mind** You will be embarking on a journey to transform your customer service operation. Just like any trip, you need to know your destination first. Otherwise how will you know if you are on the correct course?
- **Create a vision for success** In your mind, create a picture of what your organization, with its high quality culture of service, looks like, sounds like and feels like. Don't let your day-to-day constraints hold you back from creating your vision.
- **Make a commitment to strive for success** Commitment requires ongoing dedication in order to realize your vision. Commitment will require the commitment of various resources (time, people, money, etc.). Begin your journey with determination that you will reach your destination.
- **Develop a Service Mission Statement** A service mission statement translates your vision into an actionable charge for your organization. The service mission statement tells everyone where you want to go and how you plan on getting there.

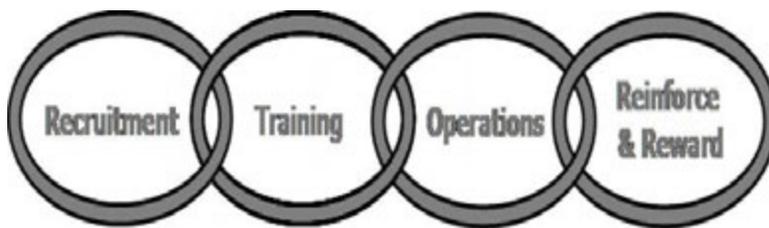
Service Mission Statement

“We will provide our Guests with the highest quality entertainment experience in a safe, clean and friendly environment.”

Key Service Elements: **SAFE CLEAN FRIENDLY**

Embedded in the service mission statement are the three key service elements of **SAFE**, **CLEAN** and **FRIENDLY**. Each of these elements is easy to understand, presented in order of importance, and gives a specific charge to the event personnel. Keep our building and guests **SAFE**. Present a **CLEAN** facility at all times. Be **FRIENDLY** and let our guests know that we care about them and that we value them.

The Critical Links Model for Superstar Employees



Recruitment: *The process of finding and hiring the right people*

Training: *Preparing your people for success*

Operations: *What you do and how you do it on event days*

Reinforce & Reward: *Keeping everyone focused on the right things and recognizing them for their achievements*

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Superstar Employee Recruitment

- **Job/ Position Descriptions:** Complete and clearly written job and position descriptions. The process of looking for qualified potential staff members begins with clearly defined job responsibilities and expectations.
- **Create a profile for the ideal candidate:** Describe the ideal person for the job or jobs in your customer service operation. Don't be afraid to set high standards.
- **Work with Human Resources Department:** Human Resources will assist in ensuring your vision and concept of the ideal candidate matches up with the venue's overall objectives (Service Mission Statement) and the company's goals.
- **Front Line Supervisors as interviewers:** Use your front line supervisors to conduct interviews and make hiring recommendations. Provide the supervisors with training on how to conduct interviews and evaluate candidates.
- **"Draft Day" Hiring Fair:** Create an event to which you invite prescreened candidates. Utilize the front line supervisors as interviewers and give them authority to make hiring recommendations. Process all initial paperwork at the event so that newly "drafted" staff members can begin training and working events as soon as possible.



Recruitment Brochure

Advertise the staffing opportunities that you have. Provide sufficient information to prospective employees. Promote the VenuWorks Service Mission Statement and be specific about expectations and working conditions.



Staff Referral Program

Referral programs reward staff members who recruit new staff members. Some programs award a cash bonus to the referring employee at the end of the event season for each person they successfully recruited. A successful recruitment is defined as a new staff member who ended the event season in good standing.



TRAINING



Points to Consider

- **Recognize that training is just a starting point:** For your customer service personnel, training is the beginning of the process of building a culture of service. Don't assume that just because they attended training that your work is done. There is much more ahead!
- **Make everything have a purpose:** All of your training programs must be strategically constructed and every element of your training must have a purpose.
- **Develop specific learning objectives:** Each training needs to be defined by the outcome or result that you want. Be specific about what the training is to accomplish and let the trainees know their objectives. This will help you to choose and develop content appropriately; and by knowing the objectives, trainees can focus their attention in the right way.
- **Make training a simulation of real work:** Don't spend time in a classroom describing how the job will be done or where they will go and when. Get up, get out and train in the field doing the actual work. If you have done it right, your customer service staff on the job will say, "Working events is just like we did in training."



- **Peer Trainer Program** Develop a core group of staff who can deliver the various training programs to new hires. Provided that the trainers are skilled, well prepared and focused on developing great staff members from new recruits, peer training is very effective.

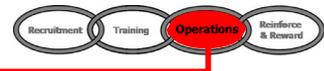


- **Mentor/Coach Program** Pair up veteran staff with new staff to help the new personnel transition into your service organization. Provide training and support for mentors and give them specific assignments so that their work has focus, meaning and – most important – a clearly stated desired outcome.

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- **Communication skills training units** So much of customer service relies on the use of effective communication skills. Be ready to provide training and support that develops the communication skills and abilities of your customer service personnel.
- **Self-Directed Training – Use of “One Sheets”** An efficient and effective way to provide some training content is through self-study. This method utilizes written documentation that each employee receives. A supervisor or peer trainer is responsible for briefing the staff on the materials and answering questions, but the bulk of the learning is done by the individual staff member.
- **Skills Certification: Wheelchair Escorts** Provide structure to your training efforts and ensure that critical skills are learned to an established acceptable level of performance. Certifications are a way to show that you have a competent workforce and they bolster the confidence of the staff who have earned their certifications.

OPERATIONS



Points to Consider

- **Is your operation staff friendly?** Have you done what you can to make coming to work and doing the job as hassle-free as possible for your staff? Have you reduced the obstacles that your staff have to navigate before they meet your guests?
- **Setting the example** Every aspect of your operation should be an example of the level of performance that you expect from your customer service staff. It is your job to set the example and theirs to follow it. Are you setting the example that you want? Are you setting the example in every facet of your operation?
- **Working cooperatively across departments** Teamwork is essential to any customer service operation. In the world of stadiums, arenas, performing arts facilities and convention centers, it is critical that the entire workforce cooperate and support each other. Does your operation inspire an atmosphere of teamwork and cooperation?
- **Demonstrate efficiency** An effective operation is one that is also efficient. By being efficient we get more done, do it in less time, and conserve our resources. If you expect your customer service staff to be efficient, then your operation should be a shining example of efficiency.
- **Event Day Communications** Information is not just power, it is a necessity for success. Your event personnel need to be informed and prepared so that they can do their jobs and respond to situations. What tools do you provide to your personnel with all of the information that they need when they are on the job?



- **Conduct a staff experience audit:** A great way to determine if your operation is staff friendly and as efficient as it can be is to conduct a staff experience audit. The audit consists of management team members “walking in the footsteps” of the front line staff. Park in the employee lot, take the shuttle bus to the building, enter the building, go through the check-in process, uniform issue, briefing and deployment. Experience what your front line staff members are experiencing. Critically examine each step and see if there are ways to improve the experience or make the process more efficient.



4 Steps to TEAMUP!

1. Introduce yourself.
2. Describe your role.
3. Share information.
4. Ask how you can help.

- **Mirrors in back-of-house areas** One way to remind your staff of the uniform and appearance guidelines is to provide them with “How Do I Look” checkpoints at transition areas from back-of-house to front-of-house.
- **Crew Deployment Sheet** To ensure that your supervisors are properly briefing, deploying and managing the personnel assigned to them, the crew deployment sheet gives that supervisor all of the information that he/she will need to successfully lead his/her crew.
- **Event Staff Brief Sheet** Arm your event personnel with a concise, organized and useful event briefing document that they carry with them during their shift. In addition to providing details about the event, this document should include important reminders about policies, procedures and other general staff information. Many venues will work from a standard/shared template but develop specific brief sheets for each department with information that is specific to that department.

REINFORCE & REWARD



Points to Consider

- **Everything you do reinforces something** If there is only one thing that you remember from this session it should be this: ***Everything reinforces something.*** Everything that you do, every element of your operation inspires some kind of reaction from your staff. Small details, even things that may not be consciously noticed by staff can reinforce an attitude, perception, feeling or behavior.

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- **If you train for it, you must reinforce it:** This builds from two ideas from the discussion on training. 1) Training is just a starting point, and 2) Everything in your trainings must have a purpose. If something was worth training for, it needs to be reinforced. Your staff will not always remember everything from their trainings, so reminding them is critical to ongoing success. Explore different strategies to reinforce materials from training (use event brief sheets, crew briefings, etc.)
- **Respect and a good workplace is a reward:** Providing a high quality workplace is a reward for staff. Treat your staff well. Give them a clean environment and access to the resources they need. Provide them with qualified supervision. Many of your staff may never have had a job where they were respected and treated well. Here is an opportunity to improve the quality of life for your staff while achieving your service goals.
- **Create opportunities for growth and participation:** Give your staff members chances to develop their skills and abilities. Peer trainer, coach, supervisor, special duty positions may present opportunities for staff to receive additional training and responsibilities. The skills and experience your staff members gain can be put to use in other aspects of their life.
- **Protect and maintain recognition programs:** Recognition programs can only have real impact if they are protected and maintain. Protect them by making sure that the right behaviors are recognized and that achievement is beyond the minimum standard. Maintain the programs by keeping them current and allocating resources. A one-time recognition effort is not a true program and will have only limited and short term benefits.



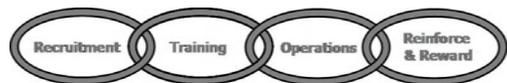
- **Deliver a consistent message... and often** - When it comes to motivating and leading a customer service operation, you need to be in the marketing side of business as well. "Sell" your service mission statement to your staff and don't miss an opportunity to remind them of their important role. Develop messages that are consistent and stick with them.



- **Pins, certificates, reminder inserts** - There are many low-cost things that you can do to help reinforce your message and to recognize deserving staff members. Lapel pins, printed certificates and other items that staff members will interact with can serve as useful reinforcements of your training concepts.

- **“Good Play!” and “Team Up!”** Build your culture of service by developing your own catch phrases, slogans or symbols that reinforce what is important to your organization. When possible, tie into the themes and symbols around you (basketball, football, music and dance, etc.)
- **Referral Bonus Program** Encourage your staff to recruit new members. Reward them when they find exceptional new members for your customer service team. Your staff will be more invested in the operation if they play a part in building their own team.
- **Game Day Staff Video Playbook** We will see the opening segment of a video program that was developed by the Philadelphia Eagles. This program plays on all of the televisions throughout the stadium prior to gates opening. It is a multi-segment program that provides a welcome message to the Game Day Staff and has important reminders about key policies and procedures. The program was written by the Eagles Event Services department and produced by Eagles Television Network.

MAKING THE CONNECTIONS



Now that we have examined each of the links in the Critical Links model, it is important to draw some conclusions about how you can go about transforming your customer service operation into one that consistently provides high quality service to your guests.

- **You cannot make someone deliver quality customer service - you can only create the environment in which they may choose to do so.** Too often we focus on telling our people what to do, how to do it and enforcing rules. However, we would all be better off to examine the environment we provide for our customer service staff. If you want high quality service delivered to your customers consistently, then you have to consistently deliver a high quality work environment and employment experience for your staff.
- **Maximize the return on every investment you make in building your service culture.** Closely examine everything you do and extract every ounce of return from your investment. Don't leave any idea or effort with untapped potential.

recruiting + training = PERFORMANCE

- **Be consistent with everything that you do.** People need and crave consistency. It makes them feel more comfortable and in control. Being consistent will also ensure that your messages are more likely to be understood and your instructions will be followed.
- **Remember that everything reinforces something. Take control and set the example for everything.** Put every aspect of your operation under the microscope and see if every detail, every action is the example you want to set for your staff and is one that reinforces your service mission statement.
- **Make people the priority.** In the end, customer service is all about people. Make your people (your staff) the priority when building your customer service operation. Craft your operation so that your staff will make your customers' experience their priority.

Recruitment

Event Operations Staff Recruitment Brochure



Training

Self-Directed Training – “One Sheet” *Wheelchair & Companion Platforms & Seating Areas Instructions for Ushers*



Skills Certification

Wheelchair Escorts Information & Procedures Wheelchair Escort Certification Report

Operations

Crew Deployment Sheet Event Staff Brief Sheet



Reinforce & Reward

*Game Day Staff Video Playbook Excerpt
Game Day Staff Supervisor Training Recognition*



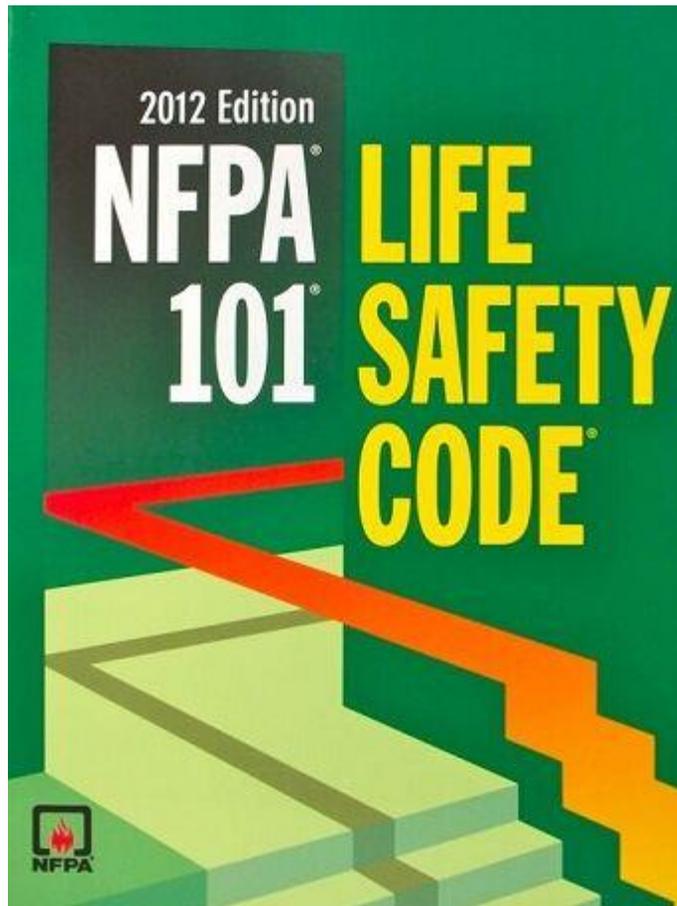
TRAINED CROWD MANAGER (TCM)

A VenuWorks Training Course



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Trained Crowd Manager (TCM)



- Requires Trained Crowd Managers (TCM)
- 1 TCM per 250 occupants
 - Additional duty

Role and Responsibilities of a Crowd Manager

- Direct all occupants to safety
- Duty applies to all occupants:
 - Front of House to Back of House
 - Venders and contract services
 - Performers and participants
- Know Emergency Procedures
- Conduct inspections in areas of responsibility
- Communication



Learning Objectives

- Understand the basic components of Risk
- Understand role & responsibility of a TCM
- Identify situations that may require crowd movement.
- Identify Situations that introduce risks – Threats and Hazards
- Understand the hazards of crowd density



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Trained Crowd Manager (TCM)



- Recognize and report hazardous situations
- Understand basic crowd dynamics and how to influence crowd behavior
 - Know different crowd movement techniques and how to use them.
 - Know the venue emergencies response procedures
 - Know the venues evacuation procedures
- Be willing and able to assist and direct people during an incident.



Learning Objectives

- Understand the basic components of Risk
- Understand role & responsibility of a TCM
- Identify situations that may require crowd movement.
- Identify Situations that introduce risks – Threats and Hazards
- Understand the hazards of crowd density

Below is an example of the certificate awarded to each VenuWorks employee who successfully completes the Trained Crowd Manager Course





Load-in at a VenuWorks managed arena



PROPOSAL

and associated documents

a) firm EXPERIENCE

b) team EXPERIENCE

c) work SCOPE

i. Transition Plan

ii. Booking & Marketing

iii. Food Service

iv. Operations

v. Finance

d) compensation PROPOSAL



fiscal RESPONSIBILITY

Overview

Transparency and Total Accountability

At VenuWorks we are committed to providing our clients with utmost confidence in the financial information of the facility, and in the financial arrangement with us as the managing partner. Our proposed management fee structure is simplified, straightforward, and easy to audit. Commissions are based only upon quantitative measures that directly generate additional revenues for the venue. In order to ensure accurate and reliable revenue recognition and financial data, we have outlined a summary of certain financial controls and procedures that would be implemented.

Financial Controls

Combined gross operating revenues for all VenuWorks managed locations last year were in excess of \$75 Million. These revenues belong to the clients we serve, which in many cases involve a municipality or other public entity. This means these assets belong to the taxpayers of the local community. We take the task of safeguarding our client's and their taxpayers' assets very seriously.

Every VenuWorks location is provided with specific on-site training on financial and accounting procedures. Corporate training meetings are also held where location finance staff come together to receive instruction on financial topics and learn from their peers in the venue management industry. This year's meeting included a session on fraud risk and prevention presented by the State of Iowa's Audit Office. Our corporate finance team is made up of former auditors, two of whom worked for the government before joining VenuWorks.

VenuWorks locations are subject to internal financial audits which test the effectiveness and efficiency of controls surrounding:

- Timely Bank Reconciliations
- Cash Controls
- Accounts Receivable Analysis
- Petty Cash & Change Drawer Audit
- Inventory Security and Accuracy of Counts
- Fixed Asset Tracking Procedures
- Purchasing Controls and Approval of Expenditures
- Segregation of Duties
- Tracking of Deferred Revenues
- Sales Tax Compliance
- Payroll Approval Process
- Expense Reimbursement Controls

Additionally, VenuWorks' corporate finance staff has remote access to the financial accounting software at each location. Monthly, financial reports and annual budgets undergo a strict review process to ensure accuracy and reliability of the information. All financial records, including but not limited to: Monthly and annual financial statements, budgets, supporting schedules and documentation, event and financial data, and bank account information, are considered property of the client as the venue owner and available for review at any time.

VenuWorks is currently working with Ungerboeck, the leader in venue management software solutions, to migrate all managed facilities to a uniform financial and calendar database management system. The software, built specifically for the events industry, will seamlessly integrate all functions performed by sales, service, and operations staff. It will provide an end-to-end financial accounting system where all modules (general ledger, cash management, billing and collections, financial reporting, budgeting, accounts payable, inventory, asset management, and event booking) reside in the same system, thus reducing duplication of efforts and data entry errors, while enhancing financial oversight and controls.

expense CONTROL

VenuWorks practices strict procedures for cost controls in which variances to budget are routinely monitored so that we can take immediate action to control operating expenses. In VenuWorks' experience, the greatest opportunities for controlling costs come from the following areas:

- Efficient use of full-time labor (especially when duties are shared across multiple venues)
- Optimized use of part-time labor for events and restricted use during non-event days
- Optimal scheduling practices for part-time labor to maximize patron experience but minimize overtime and unnecessary labor
- Effective purchase order approval system to eliminate wasteful spending
- Strict preventative maintenance systems and operational procedures to reduce major repair bills and minimize utilities cost
- Food & Beverage inventory controls and ordering procedures to minimize waste and theft
- Event Booking procedures that include a full risk analysis of all potential costs vs. ticket price points and required sales



Holiday Pops at VenuWorks managed Adler Theatre



PROPOSAL

and associated
documents

a) firm EXPERIENCE

b) team EXPERIENCE

c) work SCOPE

i. Transition Plan

ii. Booking & Marketing

iii. Food Service

iv. Operations

v. Finance

d) compensation PROPOSAL

compensation PROPOSAL

Compensation

Financial Contract Terms Proposed

Due to our current presence in the market, and an on-going commitment to the City of Bloomington, we would be willing to offer all of these services to BCPA for a flat monthly fee of \$3,000. We would propose a contract term that would overlap our existing Arena management agreement.





**SPECIAL SESSION MEETING
AGENDA ITEM NO. 9**

FOR COUNCIL: October 9, 2017

SUBJECT: Presentation and Discussion on Potential Ordinance Enacting Procedures for Elected Official Reimbursements.

RECOMMENDATION/MOTION: Presentation and discussion only.

STRATEGIC PLAN LINK: Goal 1. Financially Sound City Providing Quality Basic Services

STRATEGIC PLAN SIGNIFICANCE: Objective 1d. City services delivered in the most cost-effective, efficient manner

BACKGROUND: Alderman David Sage submitted an Agenda Request Form to bring forward reimbursement procedures for the elected officials of the City. A sample ordinance is attached.

COMMUNITY GROUPS/INTERESTED PERSONS CONTACTED: N/A

FINANCIAL IMPACT: N/A

NUMBER OF REQUIRED VOTES TO APPROVE THE ITEM:

Respectfully submitted for Council consideration.

Prepared by: Jeffrey R. Jurgens, Corporation Counsel

Recommended by:

A handwritten signature in black ink, appearing to read "David A. Hales".

David A. Hales City Manager

Attachments:

- Draft Ordinance
- Agenda Request Form

ORDINANCE NO. 2017-____

AN ORDINANCE ENACTING PROCEDURES FOR THE REIMBURSEMENT OF EXPENSES FOR CITY ELECTED OFFICIALS

WHEREAS, the City of Bloomington, McLean County, Illinois (hereinafter “City”) is an Illinois home-rule municipality; and

WHEREAS, the City of Bloomington believes stewardship over the use of its limited public resources must be a priority and taken seriously; and

WHEREAS, public resources should only be used when there is a substantial benefit to the City of Bloomington; and

WHEREAS, the City Council desires to enact procedures for the reimbursement of expenses for the City’s elected officials, to govern the use and expenditure of City resources, as well as the standards against which those expenditures will be measured; and

WHEREAS, generally recognized reimbursable expenditures for the City’s elected officials include the opportunity to discuss the City’s concerns with other local, state and federal officials, business leaders and developers; participating in local, regional, state and national organizations whose activities affect the City; and attending educational seminars designed to improve the elected officials’ skills and information levels; and

WHEREAS, within the confines and as permissible by the procedures adopted by this Ordinance, the City Council recognizes that: (1) local, legislative and other regional, state and federal agency business is frequently conducted over meals; and (2) sharing a meal to discuss City business is frequently the best opportunity for a more extensive, focused and uninterrupted communication about the City’s policy concerns; and

WHEREAS, within the confines and as permissible by the procedures adopted by this Ordinance, the City Council encourages the participation of its elected officials in educational conferences and meetings that can improve the governance of the City; and

WHEREAS, to ensure there are clear guidelines on reimbursable expenses for City elected officials, the City desires to adopt the procedures outlined in this Ordinance to give direction both to the City’s elected officials and City staff and to ensure that City funds are properly safeguarded.

NOW THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BLOOMINGTON, ILLINOIS:

Section 1. The above recitals are incorporated into this Section 1 as if fully stated herein.

Section 2. That a new Article VI shall be added to Chapter to of the City Code as set forth in Exhibit A.

Section 3. In the event a court of competent jurisdiction finds this ordinance or any provision hereof to be invalid or unenforceable as applied, such finding shall not affect the validity of the remaining provisions of this ordinance and the application thereof to the greatest extent permitted by law.

Section 4. All ordinances or parts of ordinances in conflict herewith are hereby repealed; provided, however, that nothing herein contained shall affect any rights, actions, or causes of action which shall have accrued to the City prior to the effective date of this ordinance.

Section 5. This Ordinance shall be in full force and effect immediately after its passage and approval.

ADOPTED this _____ day of October, 2017
APPROVED this _____ day of October, 2017

APPROVED

Mayor

ATTEST:

City Clerk

EXHIBIT A

Article VI: City Elected Officials Expenses and Reimbursements **Section 86: City Official Expense and Reimbursement Policy**

(a) Purpose. The City Elected Official Expense and Reimbursement Policy is hereby adopted and has been created to provide guidelines for the appropriate use of, and accountability for, the expenditure of City taxpayer dollars while conducting official business on behalf of the City of Bloomington. These procedures encourage effective administration and provide internal controls over reimbursements of business expenses by City Elected Officials. It is the policy of the City to reimburse City Elected Officials for reasonable and necessary expenses incurred while engaging in authorized official City business.

(b) Applicability. This policy is applicable to the City's Elected Officials, namely the Mayor and Aldermen of the City of Bloomington.

(c) Oversight. The City Manager and Finance Director are responsible for enforcing the City Elected Official Expense & Reimbursement Policy, including:

1. Requiring the establishment and maintenance of records accounting for funds reimbursed;
2. Establishing appropriate forms for expense reimbursement requests, including the Elected Official Travel Pre-Approval Form, Meal Reimbursement Request Form, and General Reimbursement Request Form;
3. Performing periodic audits of expense reimbursements; and
4. Making final determinations as to whether an expense is subject to reimbursement.

(d) Allowable Expenses Subject to City Reimbursement. An allowable expense is defined as "an activity that will serve as a benefit to the City as a body, and at the same time is directly related to the functions of government". Expenses must be for legitimate City governance purposes. Expenses that are not approved or are inadequately documented will not be reimbursed. If the expense involves airline travel and/or a hotel stay, the City's Elected Official Travel Pre-Approval Form must be completed and approved by the City Manager prior to the event and such travel is subject to the City's general Travel Policy.

As long as the other requirements of this policy are met, all forms as may be prescribed are completed, any necessary pre-approvals are granted, and the City has budgeted for the expense, the following shall be allowable expenses subject to reimbursement by the City:

1. Hotel Stays. Hotel stays, when attending, in the capacity of a City elected official, a meeting, seminar or conference, at a location no closer than 90 miles from City Hall. The City Manager shall have the discretion to waive the 90 miles restriction in cases of emergency or extenuating circumstances related to the timing of the meeting and/or travel conditions.

2. Meals. The following meals may be reimbursed: (1) meals associated with City business when the business meal is with one or more representatives of another local, state or national government agency, who is meeting in their official capacity for that unit of government, to discuss a policy position of the City that involves the other local, state or national government agency; (2) meals associated with City business when the business meal is with a developer, business owner, or representative of a community organization where the primary purpose is to discuss a City initiative or proposal involving the City and the other party to the meal; and (3) meals while attending, in the official capacity of a City elected official, a conference, seminar or meeting located outside of Bloomington-Normal subject to the IRS reimbursement rates. Gratuities are limited to a maximum of 20% of the total bill. Unless other criteria are met, meals with other City Elected Officials to discuss City business shall not be subject to reimbursement. The meals of those dining with the elected official shall not be subject to reimbursement by the City.
3. Mileage. Mileage will be reimbursed for elected officials attending, in their capacity of a City elected official, offsite training, seminars, meetings, or other official City business as authorized at the IRS mileage reimbursement rate. However, no reimbursement shall be provided for attendance at City meetings, including City Council, Committee-of-the-Whole, Plan Commission/ZBA, and other official meetings of the City.
4. Parking. Parking will be reimbursed for elected officials attending offsite training, seminars, meetings or other official City business as authorized, provided original receipts are submitted. However, no reimbursement shall be provided for attendance at City meetings, including City Council, Committee-of-the-Whole, Plan Commission/ZBA, and other official meetings of the City that are located at City Hall.
5. General Transportation Costs. Transportation and tolls will be reimbursed for elected officials attending offsite training, seminars, meetings, or other official City business as authorized, provided receipts, cancelled tickets, ticket stubs, or other proof of the incurred expense are submitted. Transportation may include, but is not limited: public transportation (i.e. Metra, Pace, RTA, CTA), ride sharing services and taxi cabs. However, no reimbursement shall be provided for attendance at City meetings, including City Council, Committee-of-the-Whole, Plan Commission/ZBA, and other official meetings of the City.
6. Materials. Educational materials, including books and training materials, related to official capacity of the City elected official, up to \$100 per year.
7. Seminar Costs. Registration fees associated with attending conferences and seminars related to the roles and functions of the elected official and/or the City.
8. Community Luncheons. Registration and/or fees associated with attending luncheons or dinners sponsored by community, business and/or economic

development groups, where the City elected official attends as a representative of the City.

The reimbursement of any expenditures of a type other than those described above require approval of the City Council.

(e) Prohibited Expenditure Reimbursements. The following shall be considered expenditures that are prohibited from being reimbursed:

1. Political contributions
2. Personal (non-City business) meals, travel or entertainment
3. Personal items or gifts unless given in an official capacity (e.g., Sister City trips, etc.).
4. Alcoholic beverages (except for special events where that cost is included in the ticket price)
5. Home expenses, including home telephone or internet services
6. Traffic citations, parking fines or penalties
7. Refreshments/supplies for non-business related special events
8. Golf outings where the registration fee is designed to raise money for a not-for-profit organization.
9. Family expenses, including partner's expenses, when accompanying the City elected official on City-related business, unless said person is likewise acting in an official capacity on behalf of the City at the request of the City and as approved by the City Manager or City Council.
10. Unsubstantiated expenses

(f) Expense Reimbursement Procedures. As soon as possible, but at all times, no later than forty-five (45) days following the conclusion of the event, or the incurring of the expense, the City Elected Official must submit to the Finance Director, an Expense Report form detailing the expenses incurred. The request shall be on a form prescribed by the Finance Department and must include, at a minimum, the following information:

1. Proof of payment
2. If the expense is for travel (i.e., hotel stay and/or airfare), an approved travel expense report must accompany the submission, along with the appropriate receipt information.
3. For meals, a full receipt (including itemized details of what was ordered), the names of those in attendance, including their title and interest, and the business purpose of the meal.
4. For all other expenses, receipts must be submitted, with a detailed description of the business purpose for the expense.
5. The City Manager and Finance Director must sign off on all Expense Reimbursement requests prior to the reimbursement being made.

(g) City Issued Credit Cards. No City Elected Official shall be given or have access to a City issued credit card (a/k/a P-Card). However, nothing within this Policy shall prohibit an elected official from requesting that the City Manager, or his or her designee, place a purchase on a City P-Card so long as it is an allowable expense and any necessary pre-approval forms have been completed and approved if the purchase is for a hotel or airfare.

(h) City Catered Meals. From time-to-time, the City will host a meal or provide food as part of a City meeting with community leaders, business leaders, developers or staff. Nothing herein shall prohibit a City elected official from participating in such a meal or meeting. The City shall not, however, provide food prior to or during City Council meetings without a separately related purpose or limited situations where the food is provided as part of the meeting (e.g., works session involving budget discussions, etc.).

(i) Policy and Reimbursement Questions. Any question from an elected official, the City Manager or Finance Director related to this policy or a reimbursement shall be submitted in writing to the Corporation Counsel. Within 7 days of submission of the question, the Corporation Counsel shall submit a written response to the question with a copy to the City Manager, Finance Director and City Council.



Agenda Request Form

To Be Completed By Alderman:

Alderman Making Request: _____ Date: _____

Topic Summary (attach additional info/documentation to this form if necessary):

Alderman's Priority Level: Low Medium High

Aldermen Supporting Topic Consideration (three additional minimum):

To Be Completed By City Manager/Staff:

City Manager Review (resources required to implement, impact on City priorities, etc.):

Recommendation for Further Action: