The NEWBERRY

Proposal to serve as

VENUE OPERATOR

Great Falls Civic Center

Mansfield Theatre • Convention Center • Meeting Rooms

Submitted by THE NEWBERRY
420 Central Avenue • Great Falls, Montana 59401

Submitted to the City of Great Falls • Attention: Jeremy Jones, Deputy City Manager
Request for Proposal — Venue Operator for the Great Falls Civic Center • August 14, 2026

Table of Contents

This proposal is organized in the order prescribed by the 'Proposal Requirements' section of the RFP. Each numbered and lettered heading corresponds directly to the requirement of the same designation.

Ref	Section
1	**Cover Letter**
2	**Firm Background and Qualifications**
2.a	Organization, legal structure and key executives
2.b	Location of offices and operational resources
2.c	Financial statements
2.d	Facility management experience — past five years
2.e	Innovative strategies and senior leadership experience
2.f	Publicly owned facilities managed
2.g	Maintaining public access while improving financial performance
2.h	Additional conference centers and performing arts venues
2.i	Familiarity with the Great Falls regional market
2.j	Contract terminations in the past ten years
3	**Programming, Business Development and Marketing Plan**
3.a	Programming vision and event mix
3.b	First-year operating priorities and programming schedule
3.c	Marketing strategy
3.d	Measuring marketing effectiveness
3.e	Repositioning the Civic Center in the regional marketplace
3.f	Brand rollout schedule
3.g	Sponsorship development
3.h	Sponsorship revenue goals
3.i	Audience development and diversification
3.j	Audience metrics and reporting
3.k	Rental rate setting philosophy
4	**Community Engagement Plan**
4.a	Engagement philosophy and strategy
4.b	Key stakeholder groups and outreach methods
4.c	Planned engagement activities
4.d	Feedback mechanisms
4.e	Engagement goals, metrics and reporting
4.f	Examples of comparable community engagement
5	**Management Plan**
5.a	Proposed organizational structure and labor model

Ref	Section
5.b	Reporting relationships
5.c	Operational and financial reporting formats
5.d	Facility maintenance responsibilities
5.e	Third-party service providers
5.f	Risk management, safety and security
5.g	Cybersecurity safeguards
5.h	Staff training and professional development
5.i	Operating in a mixed-use public building
6	**Financial Plan**
6.a	Controlling costs and maximizing revenue
6.b	Capital improvement planning
6.c	Disclosure of additional compensation
6.d	Preliminary operating budget — transition year
6.e	Multi-year operating pro forma
6.f	Financial performance metrics
7	**Fee Structure and References**
7.a	Base management fee and incentive compensation
7.b	Alternative compensation structures
7.c	Client references
8	**Implementation Timeline**
	Attachments

1. Cover Letter

August 14, 2026

Jeremy Jones, Deputy City Manager
City of Great Falls
2 Park Drive, Great Falls, MT 59401

Re: Request for Proposal — Venue Operator for the Great Falls Civic Center

Dear Mr. Jones:

The Newberry is pleased to submit this proposal to serve as Venue Operator for the Great Falls Civic Center.

We are not a national management company opening a regional office. We are a Great Falls business, three blocks from the Civic Center's front door. We have spent five years building and operating a live entertainment venue in this downtown, and a portion of our ownership group and management team operates a City-owned public assembly facility at Voyagers Stadium under agreement with this City. We book this market, we staff it, we sell tickets into it, and we know exactly how hard it is to fill a room in Great Falls on a Tuesday in February.

We have read the City's financial statements closely, and we see four specific places where this building can do materially better. In fiscal year 2026 the Civic Center spent $134.53 on advertising. It earned nothing at all from catering. It took $1,131 in concessions across a 1,520-seat theatre and an 800-capacity banquet hall. The Mansfield Theatre — one of the finest-sounding rooms in Montana — produced $91,223 in rental revenue across the year.

Our plan is built on four operating priorities:

- More private events. The Convention Center is among the largest event spaces in the region and is substantially under-sold. Weddings, corporate functions, galas and social celebrations fill dates that touring product never will, and they bring food and beverage spend with them.
- Streamlined labor. A smaller dedicated salaried core, supported by Newberry shared services and hourly staffing scheduled to actual event requirements, so that labor is deployed where the events are rather than carried flat across a year that is anything but flat.
- More comedy shows and concerts. The Mansfield is close to an ideal room for touring comedy and seated concerts. We buy and settle this product every month, three blocks away, and those relationships apply directly — including other promoters and organizations bringing artists to Great Falls, and artists who want a seated-show-only date.
- A concierge approach to every rental. Each renter of the facility is assigned a dedicated event coordinator from first inquiry through final clean-up — the customizable, high-touch experience clients have come to expect from The Newberry, brought to the Civic Center.

Alongside those priorities we make four commitments. The City's operating cost should fall, not rise: our management fee is priced roughly eleven percent below the personnel and internal service allocation it replaces. Community access is protected in writing, through published discounted rates for the Great Falls Symphony, the Great Falls Community Theatre and local non-profit users, funded as a budgeted cost rather than recovered from other renters. Surplus belongs substantially to the building: seventy percent of every dollar of operating profit is returned to the City or committed to facility improvements, alongside an initial City investment in a dedicated Repair and Upgrade Fund. And the money that isn't returned to the City stays

in Great Falls: this is a locally owned operator, and the portion of the fee that is operator margin is earned and spent by a Great Falls business rather than flowing out of the community to a national management company.

The undersigned is authorized to bind The Newberry to every commitment contained in this proposal. We would welcome the opportunity to discuss it with the review committee.

Respectfully submitted,

Keith Schnider
Partner, The Newberry

Required Cover Letter Information

Item	Response
Title of RFP	Venue Operator for the Great Falls Civic Center
Proposing entity	The Newberry
Address	420 Central Avenue, Great Falls, Montana 59401
Authorized contact	Keith Schnider, Partner
Primary contact for this proposal	Carrie Tobiness, General Manager, The Newberry
Telephone	(406) 868-3684
Email	Keith@thenewberrymt.com
Federal EIN	84-3189471
Pre-Proposal Site Tour	The Newberry attended the Mandatory Pre-Proposal Site Tour held July 28, 2026. Attendee: Keith Schnider & Carrie Tobiness

2. Firm Background and Qualifications

2.a Organization, Legal Structure and Key Executives

The Newberry is the proposing entity and would be the contracting party. The Newberry is not a subsidiary of, and does not rely on the qualifications of, any parent company, predecessor organization or affiliate outside the Great Falls operations described in this section. No joint venture is proposed.

The Newberry is owned and operated by a group of five Great Falls partners:

Partner	Other business interests
Scott Reasoner	Co-owner, Enbär Inc.; President, Great Falls Voyagers
Andy Ferrin	Co-owner, Enbär Inc.; Ferrin's Furniture
Tim Peterson	Co-owner, Enbär Inc.; Partner, LPW Architecture
Seth Swingley	Mighty Mo Brew Co.; Downtown Summer Jam; 4th of July Hootenanny
Keith Schnider	Marsh McLennan Agency

Scott Reasoner, Andy Ferrin and Tim Peterson, three of The Newberry's partners, also co-own Enbär Inc., which owns the Great Falls Voyagers, a permanent lessee of City-owned Voyagers Stadium. That relationship demonstrates an established, working partnership between this ownership group and the City on a City-owned property, and it is the direct experience working with the City of Great Falls referenced throughout this proposal.

2.b Location of Offices and Operational Resources

The Newberry operates from 420 Central Avenue in downtown Great Falls, approximately three blocks from the Civic Center at 2 Park Drive — a walk of roughly five minutes. Every member of the proposed management team lives and works in Great Falls.

This is not incidental. It means the General Manager can attend a Monday morning meeting in the City Manager's office and be back at their desk before the next call. It means production crew, box office staff and front-of-house personnel are shared between two rooms in the same downtown rather than flown in. It means that when something breaks on a Saturday night, the people who fix it are already in the building or minutes away.

The same ownership group also oversees the Great Falls Voyagers through Enbär Inc. — an established working relationship with the City on a City-owned property, and a source of shared event-operations and public-safety experience.

2.c Financial Statements

Financial statements covering the most recent three years of operations of the proposing entity will be provided upon request, delivered under separate cover and clearly marked as confidential. The Newberry claims trade secret protection for these statements, and for any other information so designated in this proposal, under the Montana Uniform Trade Secrets Act, Title 30, Chapter 14, Part 4, MCA, and Section 18-4-304(8)(a), MCA, which exempts legitimate trade secret material submitted in a competitive sealed proposal from public inspection. This submission will include a signed affidavit of trade secret confidentiality identifying the specific material withheld, and The Newberry accepts the legal and financial responsibility for defending that designation, consistent with Section 3 of the RFP's Other Terms and Conditions.

No joint venture is proposed; accordingly no joint venture agreement or additional entity financial information is submitted.

2.d Facility Management Experience — Past Five Years

The Newberry — live entertainment and event venue

A 1,250-capacity live music and event venue at 420 Central Avenue, in continuous operation since October 2021. The Newberry books and promotes national touring artists, produces its own events, hosts third-party promoters and rental clients, and operates a full food and beverage program under Montana alcohol licensure.

Services performed in-house include talent buying and settlement, box office and ticketing, event production and technical direction, front-of-house and security staffing, marketing and promotion, sponsorship sales, food and beverage operations, and financial management. These are the same disciplines the Mansfield Theatre and Convention Center require, executed daily in the same market.

Working relationship with the City of Great Falls

Scott Reasoner, Andy Ferrin and Tim Peterson, partners of The Newberry and co-owners of Enbär Inc., oversee the Great Falls Voyagers of the Pioneer Baseball League, which Enbär Inc. owns as a permanent lessee of City-owned Voyagers Stadium. The ownership group therefore already works with the City on a City-owned property, and understands what a productive operator relationship with the City requires: calendar and scheduling coordination with City staff, event operations and public-safety coordination, and a shared interest in the condition and reputation of a public asset.

Licensed hospitality operations

Enbär Craft Cocktail Lounge, co-owned by Scott Reasoner, Andy Ferrin and Tim Peterson through Enbär Inc., operates a full food and beverage program under Montana alcohol licensure. That operation provides directly transferable capability in licensed beverage service, menu development, event catering execution and responsible alcohol service — the capabilities required to elevate the guest experience at the Civic Center.

2.e Innovative Strategies and Senior Leadership Experience

The Newberry has been in operation for five years. In accordance with the RFP, the relevant professional experience of senior leadership is described alongside firm experience.

Event booking and revenue development

Operating rooms of differing scale in one market creates routing leverage that no single-venue operator possesses. An agent selling a Montana date today is offered one 1,520-seat room in Great Falls. Under this proposal the same agent can be offered a 1,250-capacity club date at The Newberry or a 1,520-seat seated theatre date at the Mansfield — with common staffing, common production and a single point of contact. That flexibility converts routing conversations that currently end in a pass, and it is the mechanism behind the comedy and concert growth described at Section 3.a.

Operational cost efficiency — streamlined labor

The core efficiency in this proposal is shared services combined with a labor model matched to demand. A standalone operator must build box office, marketing, production, finance, human resources and information technology from nothing. We already run all six, three blocks away.

The Civic Center's calendar is severely seasonal: the July-to-September quarter produced under five percent of fiscal year 2026 charges for services, while December alone produced more than a quarter of the year. A flat salaried establishment carried across that curve is expensive in the quiet months and stretched in the busy ones. We propose a smaller dedicated salaried core, cross-trained across roles, supported by shared services and by hourly event staffing scheduled to actual requirements — with staff able to move between our venues as the season demands.

Capital planning and reinvestment

This proposal establishes a dedicated Repair and Upgrade Fund capitalized from two sources: an initial City contribution and forty percent of all operating surplus. Over an initial five-year term this creates a meaningful, growing reinvestment pool, governed jointly with the City and applied against a prioritized capital plan rather than to emergencies as they arise.

2.f Publicly Owned Facilities Managed

Facility	Public owner	Type	Housed with municipal offices
Voyagers Stadium (Great Falls Voyagers, owned by Enbär Inc., permanent lessee)	City of Great Falls	Outdoor public assembly facility	No

The Newberry acknowledges directly that it has not previously operated a venue located within a municipal office building. The ownership group does, however, already work with this City on a City-owned property through the Great Falls Voyagers' tenancy at Voyagers Stadium — an established relationship that reflects the disciplines the RFP identifies as critical: calendar coordination with City staff, deference to public use, and a cooperative working relationship with City leadership. Our approach to the mixed-use requirement is set out in full at Section 5.i.

2.g Maintaining Public Access While Improving Financial Performance

The City has been explicit that it is not seeking a proposal that shifts costs onto local users or prices out long-standing community partners. We agree, and we have built the proposal so that community access is a funded line rather than a casualty of commercial pressure.

Our pro forma budgets a specific annual sum for discounted community and non-profit rates, rising over the term. That discount is an expense of operating a public facility, absorbed within the operating budget. It is not recovered by raising rates on other local users, and it is not contingent on hitting a revenue target.

The commercial argument is straightforward. Improved financial performance at the Civic Center comes from filling empty dates and earning properly on the dates already filled — more comedy and concert dates, and a higher-value, concierge-served rental business at the Convention Center. It does not come from charging the Symphony or other community partners more.

2.h Additional Conference Centers and Performing Arts Venues Managed

Facility	Location	Capacity
The Newberry	Great Falls, Montana	1,250

Facility	Location	Capacity
Voyagers Stadium	Great Falls, Montana	[insert seating capacity]

2.i Familiarity with the Great Falls Regional Market

The Newberry's entire operating history is in this market. Our knowledge of it is not researched; it is earned nightly.

- We know what sells in Great Falls and what does not, because we have booked shows that worked and shows that did not, and we have paid for both.
- We know the regional draw radius — the eighty-mile catchment that includes Malmstrom Air Force Base, Cascade County and the surrounding communities — and we advertise into it.
- We know the local sponsorship market by name, having built sponsorship programs across our Great Falls operations.
- We know the local private event market — who marries here, who holds their holiday party here, and where those events currently go instead of the Civic Center.
- We work alongside the downtown business community, the tourism organizations and local non-profits — including partner Seth Swingley's Downtown Summer Jam, a recurring downtown live-music event, and the 4th of July Hootenanny, a community celebration benefiting NeighborWorks Great Falls.

We also understand the seasonality of this market with unusual precision. The ownership group's interests sit on opposite sides of the calendar — live indoor entertainment in the colder months, and the Voyagers' summer baseball season at City-owned Voyagers Stadium. The Civic Center's July-to-September quarter produced under five percent of fiscal year 2026 charges for services, precisely the window when The Newberry's indoor calendar is quietest, which allows staff and overhead to be deployed across the year rather than sitting idle in one season and overstretched in the next.

2.j Contract Terminations in the Past Ten Years

No management or operational contract held by The Newberry or its ownership group has been terminated in the past ten years.

3. Programming, Business Development and Marketing Plan

3.a Programming Vision and Event Mix

The Mansfield Theatre is an acoustically distinguished 1,520-seat proscenium house with a full fly system, orchestra pit and modern seating. In fiscal year 2026 it produced $91,223 in rental revenue. The Convention Center, at 15,300 square feet with an 800-person banquet capacity, produced $62,309, and no catering revenue at all.

Our programming plan is built on five priorities, in deliberate order.

Priority 1 — Protect and rebuild the legacy user base

The Great Falls Symphony, Great Falls Community Concerts, Great Falls Community Theatre, local dance organizations, schools, youth programs and non-profit users are the foundation of the Mansfield's calendar and a substantial part of why the building exists. They are not an obstacle to commercial performance. They are the reliable base on which a commercial calendar is built.

Within ninety days of contract execution we will meet individually with every current and former significant user, publish a discounted community rate structure approved by the City, and give legacy users first call on their historical dates each season before any commercial hold is confirmed.

Priority 2 — More comedy shows and concerts

The Mansfield is a 1,520-seat seated room with excellent acoustics, a full fly system and a working orchestra pit. That is close to ideal for two categories of touring product Great Falls currently sees very little of: stand-up comedy and seated concerts.

Comedy is the fastest route to a fuller calendar. Production requirements are modest — a microphone, a light and an opener — so the cost of putting a show on sale is low and the margin is strong. Touring comedians route through secondary markets in a way many concert tours do not, and a 1,520-seat comedy date is a realistic ask for a large number of working touring acts. It also draws an audience the Mansfield does not currently reach: younger, and willing to buy on short notice.

Concerts follow the same logic with more production. The Newberry buys and settles touring shows every month, and will continue to work with outside promoters and organizations at the Mansfield while opening the venue to the music and event connections The Newberry has already built. Where an act is too large for our 1,250-capacity room, wants a seated presentation, or needs a different price architecture, the Mansfield becomes the answer rather than a pass — including artists and promoters who want a seated-show-only date. Today those conversations too often end without a Great Falls date at all.

To attract that product, our early approach at the Mansfield is to make the room easier to say yes to. Rather than raising theatre rental, The Newberry will initially reduce it and make it more flexible for promoters, lowering the barrier to booking a Great Falls date while the calendar is rebuilt. As the facility is upgraded — power, lighting and sound, as described at Section 7.b — that pricing will evolve to reflect a materially improved room. The Newberry will also make its own production expertise and event labor available to promoters and renters through Newberry staff, so that an outside promoter bringing a show to the Mansfield gains an experienced local crew rather than an empty building.

Presented and co-promoted events are undertaken at Operator risk, under the underwriting discipline described below and the governance safeguards at Section 5.f.

Priority 3 — A concierge experience for every renter of the Convention Center

The Convention Center offers 15,300 square feet, an 800-person banquet capacity, breakout rooms and a walkable downtown location. It is among the largest event spaces in the region, and it is substantially under-sold — hosting weddings, receptions, corporate functions, galas, reunions and private celebrations that fill dates touring product never will.

Our strategy for this room is not to compete on price. It is to compete on experience, and to price accordingly. The Newberry will raise Convention Center rental rates and, in return, deliver a level of service the facility has never offered: a personal concierge model in which every renter — from a wedding party to a corporate conference — is assigned a specific event coordinator who guides them from first inquiry through final clean-up.

That coordinator is a single, named point of contact responsible for the whole arc of the event: walk-through and space planning, layout and setup, vendor and catering coordination, run-of-show, day-of management, and teardown. The Newberry will provide additional event staff and a customizable, high-touch experience for every Convention Center guest — the same memorable experience clients have come to expect from The Newberry, brought to a City facility that has historically handed renters a key and a phone number.

The commercial logic is straightforward. A higher rate is justified, and defended, by a materially better experience. Events that go smoothly are rebooked and recommended, and a concierge model is precisely what converts a one-time wedding rental into a repeat corporate client. The published rate structure is set out at Section 3.k.

Priority 4 — A Broadway and touring series in partnership with the Great Falls Symphony

The largest single presenting opportunity at the Mansfield is a curated Broadway and touring series. We intend to build it in genuine partnership with the Great Falls Symphony rather than in competition with it — combining the Symphony's musicians, subscriber base and artistic credibility with The Newberry's talent buying relationships, promotional capability and willingness to carry risk.

A jointly branded series gives the Symphony expanded performance opportunity and additional earned income, gives the Mansfield anchor programming it currently lacks, and gives Great Falls audiences a reason to look at the Civic Center calendar in September rather than in the week of the show. It also converts what the RFP describes as a strained relationship into a shared commercial interest.

Priority 5 — Conference, convention and regional event recruitment

The Convention Center is competitive regionally on size and on cost. Recruitment will target Montana state association annual meetings, regional conferences and trade shows, consumer and public shows, banquets and civic functions, and multi-day events that fill downtown hotel rooms. We will work with tourism partners and the downtown hospitality community on room-block coordination, and pursue multi-year commitments rather than one-off bookings.

Community programming

Alongside these priorities we will deliver community programming in coordination with City departments — cultural celebrations, civic events, festivals and educational programming — as contemplated by the Scope of Services.

Risk evaluation before committing to programming

Every presented or co-promoted event will be underwritten before it is confirmed, using a written model covering guarantee or deal terms, projected paid attendance at three price points, production and labor cost, marketing spend, and ancillary revenue per capita. Events that do not clear a defined contribution threshold

under a conservative attendance case are not booked. Rental, private and community events, which carry no promoter risk to the operation, are always preferred over marginal self-promoted dates.

Coordination with City departments

Programming decisions that affect building access, parking, security, custodial load or governmental operations will be coordinated through the written procedures described at Section 5.i, with an annual programming plan submitted to the Mansfield Theatre Advisory Board and the City Commission covering target event mix, financial projections, community engagement objectives and diversity of offerings.

3.b Illustrative First-Year Operating Priorities and Programming Schedule

The first year is a stabilization year. The RFP is explicit that the priority is fundamentals — customer service, responsiveness, booking procedures, event coordination, technology, communication and reporting — and we agree. We will not attempt a transformative programming slate in year one.

Quarter	Operating priority	Programming and sales activity
Oct – Dec 2026	Honor all existing bookings at contracted rates; stand up box office and booking procedures; concierge coordinator model in place; user outreach begins	Existing calendar delivered without disruption; holiday season events; first comedy date confirmed
Jan – Mar 2027	Published rate card in force (Convention Center rate increase; flexible Mansfield promoter pricing); written City procedures adopted	First comedy and concert dates on sale; concierge rental program marketed; Symphony series developed; convention recruitment for FY2028
Apr – Jun 2027	Brand reintroduction campaign; first annual report and budget to Commission	FY2028 season announced and on sale, including comedy and concert dates and inaugural Broadway series; wedding and social bookings taken for FY2028

Diversity and inclusion objectives

Programming will reflect the community the Civic Center serves. Our objectives are to present artists and programming reflecting a range of cultural traditions, including the Little Shell Tribe of Chippewa Indians of Montana and other Indigenous communities of the region; to maintain accessible price points within every presented series so that attendance is not limited by income; to maintain and publicize ADA accessible seating and services; and to partner with schools and youth organizations on student matinee and educational access opportunities.

Key performance indicators — Year One

Indicator	Year One target
Legacy user retention	100% of FY2026 users retained or offered equivalent dates
Rental inquiry response time	Within one business day, measured and reported
Event days — Mansfield Theatre	8
Comedy and concert dates presented	40
Event days — Convention Center	5
Private and social events booked	45

Indicator	Year One target
Concierge coordinator assigned to every rental	100% of Convention Center rentals
Renter satisfaction	Survey program in place; baseline established

3.c Marketing Strategy

In fiscal year 2026 the Civic Center spent $134.53 on advertising against a $500 budget. Our operating budget commits a substantial marketing spend from the first period, funded within the management structure rather than as an additional cost to the City.

Channels

- Owned: a rebuilt Civic Center web presence using The Newberry's web services and booking portal, with accurate, current event information, direct ticket purchase and online booking request forms
- Social: platform-appropriate content across Facebook, Instagram and TikTok, geo-targeted to the eighty-mile Great Falls catchment — an approach already in use for The Newberry
- Paid digital: search and social advertising by event, with budget allocated against ticket sales performance rather than spread evenly
- Traditional: regional radio, print and outdoor where the audience profile justifies it, particularly for legacy and older-skewing programming
- Private event channels: wedding and event directories, venue showcase events, corporate and association direct outreach, and referral relationships with planners, photographers and caterers
- Earned: media relations with regional outlets, artist and partner cross-promotion, tourism and downtown partner channels

Audience segmentation

Patron data will be segmented by genre affinity, purchase recency and frequency, price point, and geography. Segmentation drives both campaign targeting and programming decisions: a series is worth presenting when the data shows an audience for it, and marketing spend is allocated to the segments most likely to convert rather than broadcast indiscriminately.

Campaign development and brand standards

Each event receives a written campaign plan at on-sale covering audience target, channel mix, budget, creative approach and sales milestones, with defined checkpoints at which spend is increased, reallocated or reduced. All Civic Center marketing will conform to a single visual identity and voice, subject to City approval, so that the venue reads as one coherent destination rather than a series of unrelated event promotions.

3.d Measuring Marketing Effectiveness

Marketing performance will be measured through ticketing system reporting (sales by source, promotion code and channel), web and social analytics, email engagement metrics, private event inquiry and conversion tracking, and campaign-level return on advertising spend calculated against gross ticket revenue. Reporting will be provided to the City monthly at summary level and quarterly in detail.

3.e Repositioning the Civic Center in the Regional Marketplace

Core message

The Civic Center is Great Falls's front door — the room this community has trusted with its biggest nights since 1939, and the one we intend to make worth showing up for again. This is not a maintenance plan. It is a rebuild of the calendar, the reputation, and the experience, led by the operator with the most to lose if it fails.

Value proposition

- For patrons: the region's best-sounding room, with a calendar worth following
- For local users: predictable, published, affordable rates and a staff that answers the phone
- For private event clients: the largest banquet room downtown, with a personal event coordinator from inquiry through clean-up
- For touring artists and promoters: a well-run 1,520-seat house with a capable operator and genuine routing flexibility across multiple Great Falls venues
- For conference and event planners: a competitively priced 15,300 square foot facility in a walkable downtown

Public relations approach

The reintroduction will be built on substance rather than announcement: the news is not that management has changed, but that the calendar has filled, the comedy series is on sale, the Symphony partnership exists, the bar is open and the phone gets answered. We will lead with programming announcements and let the operational improvement speak through user experience.

3.f Brand Rollout Schedule

Phase	Milestone	Measurable goal
Months 1–3	Digital foundation: web presence, ticketing, social channels, patron database consolidated	Accurate event listings live; inquiry response within one business day
Months 4–6	Visual identity alignment approved by City; rate card published; private event marketing launched	Published rates in force; private event inquiry volume tracked against baseline
Months 7–9	Public brand reintroduction campaign; first season announcement	Season on sale; reach and engagement measured against baseline
Year 2	Regional and conference market campaign	Convention pipeline and out-of-market ticket buyer share reported

3.g Sponsorship Development

Sponsorship at the Civic Center is currently negligible. We will develop a structured program covering venue and space naming opportunities (subject to City approval), season and series presenting sponsorships — including a presenting sponsor for the comedy and concert series — individual event sponsorships, and hospitality and premium-experience packages. Pricing will be built from a rate card reflecting impressions, hospitality value and category exclusivity, with annual revenue goals submitted to the City for approval.

Our advantage is an existing local sponsorship base. The Newberry and the Voyagers already sell sponsorship to Great Falls businesses; those relationships are warm, and the Civic Center adds inventory to conversations already taking place.

3.h Sponsorship Revenue Goals

3.i Audience Development and Diversification

- Residents: accessible price points, family and comedy programming, and a consolidated calendar that makes the venue easy to follow
- Local businesses: group sales, hospitality packages, holiday party and corporate event recruitment
- Educational institutions: student matinees, discounted student tickets, and technical theatre engagement with local schools
- Community organizations: partnership programming and non-profit event support at published community rates
- Private event clients: wedding and social market development through directories, showcases and planner relationships
- Regional visitors: geo-targeted marketing into the eighty-mile catchment and tourism partner channels

3.j Audience Metrics and Reporting

Audience growth will be measured through total and paid attendance, patron database size and growth, new versus returning buyer ratio, geographic distribution of ticket buyers, private event inquiry-to-booking conversion, and community and student attendance as a share of the total. These will be reported to the City monthly in summary and quarterly in full, with the quarterly report including customer satisfaction scoring and survey feedback.

3.k Rental Rate Setting Philosophy

Rates should be published, transparent, uniformly applied and tiered by user category. Two deliberate moves shape our pricing. At the Convention Center, rental rates will increase, matched by the concierge service and staffing described at Section 3.a — a better experience at a rate that reflects it. At the Mansfield, theatre rental for promoters will initially decrease and become more flexible, to rebuild the calendar, evolving upward as facility upgrades improve the room. All rates are tiered by user category and subject to City approval:

Category	Application
Community and non-profit	Published discounted rate for the Symphony, Community Theatre, local arts organizations, schools, youth programs and verified non-profit users
Local commercial	Standard rate for Great Falls businesses, residents and verified City-resident users, including private and social events
Regional and national commercial	Market rate for touring productions and out-of-market promoters
Public benefit	Fee-waived dates allocated by the City under its reserved authority

The City retains final approval authority over all rate structures, local access policies and any material change affecting community users. Rates will be reviewed annually against market comparables and presented to the City with the annual budget.

4. Community Engagement Plan

4.a Engagement Philosophy and Strategy

The RFP is candid that relationships with some long-term users have become strained, and that rebuilding trust is a central purpose of this procurement. We take that seriously.

Our philosophy is simple and, we think, hard to fake: trust is rebuilt by returning phone calls, publishing prices, honoring dates, and being physically present. It is not rebuilt by a communications plan. Much of what has gone wrong in the relationship between this facility and its users is operational, and the remedy is operational.

We begin with an advantage and an obligation. The advantage is that we are not strangers — we live here, our other businesses depend on the goodwill of the same community, and we will still be here when this contract is reviewed. The obligation follows directly: we cannot afford to treat Civic Center users the way a departing national operator could.

Working with elected officials, City staff and advisory boards

Our approach to the City Commission, the City Manager's office, Civic Center staff and the Mansfield Theatre Advisory Board is that they hear about problems from us before they hear about them from anyone else. We will provide required monthly, quarterly and annual reporting; attend Advisory Board meetings; and maintain a standing direct line to the City Manager's designee for issues requiring escalation.

4.b Key Stakeholder Groups and Outreach Methods

Stakeholder group	Outreach method
Legacy and current users	Individual meetings within 90 days; standing users' advisory group; annual date-priority process
Great Falls Symphony	Programming partnership; regular joint planning meetings
Arts and cultural organizations	Direct outreach; published community rates; collaborative programming
Schools and youth programs	Student matinee and educational access program; technical theatre engagement
Non-profit organizations	Community rate structure; event support; venue availability for fundraising galas
Downtown businesses and tourism partners	Business association participation; room-block and hospitality coordination; corporate event outreach
Residents and ticket buyers	Post-event surveys; consolidated calendar; accessible pricing
Little Shell Tribe and Indigenous communities	Direct outreach on programming partnership and cultural celebration

4.c Planned Engagement Activities

- A local user and stakeholder engagement plan delivered within 90 days of contract execution, built from one-to-one meetings with every current and former significant user
- A standing users' advisory group meeting quarterly, with minutes provided to the City Manager's office
- Annual date-priority process giving legacy users first call on historical dates before commercial holds are confirmed

- Attendance at downtown business association and community meetings
- Open house and showcase events for community organizations, prospective renters and private event clients
- Collaborative programming initiatives with the Symphony, Community Theatre and other resident organizations

4.d Feedback Mechanisms

Post-event surveys will be issued to every renter, and ticket-buyer surveys to attendees of public events. Survey results, including verbatim feedback, will be summarized quarterly for the City with an accompanying account of what changed as a result. The users' advisory group provides a standing structured channel, and we will support public forums convened by the City on matters affecting the facility.

4.e Engagement Goals, Metrics and Reporting

Goal	Metric
Retain every legacy user	Legacy user retention rate, reported quarterly
Grow the local user base	New local users booked per year, including private event clients
Improve user satisfaction	Renter satisfaction score, quarterly, against a first-year baseline
Improve patron satisfaction	Ticket-buyer satisfaction score, quarterly
Deliver community access	Community and non-profit event days, and the dollar value of discounts delivered
Maintain responsiveness	Rental inquiry response time

4.f Examples of Comparable Community Engagement

The Newberry's partners already deliver recurring community programming in downtown Great Falls. Partner Seth Swingley organizes the Downtown Summer Jam, a recurring downtown live-music event, and the 4th of July Hootenanny, an annual community celebration benefiting NeighborWorks Great Falls.

5. Management Plan

5.a Proposed Organizational Structure and Labor Model

The Civic Center will be operated by a dedicated on-site team, supported by The Newberry's established shared service functions. This structure is the central efficiency of our proposal and the reason our management fee can absorb the City's internal service allocation rather than adding to it.

Streamlined labor

The staffing model is built around the shape of the calendar rather than around a fixed establishment. Three principles govern it.

- A small dedicated salaried core. Two full-time positions on site — a General Manager accountable for the operation, and an Events and Booking Coordinator who leads rental sales and anchors the concierge model, personally assigned to renters or supervising the coordinators who are — rather than a larger flat payroll.
- Shared services instead of duplicated overhead. Box office, marketing, production, finance, human resources and information technology are drawn from functions already operating at The Newberry, so the Civic Center carries a share of a working department rather than the full cost of a thin one.
- Hourly staffing matched to events. Event labor is scheduled to actual requirements, cross-trained across front of house, box office and setup roles, and able to move between our venues as the season shifts. It is billed to the City at cost with no operator mark-up and recovered from promoters, exactly as accounted for today under Division 123.

The practical effect is that the facility's labor cost rises and falls with activity. In the July-to-September quarter, when the Civic Center historically produces under five percent of annual charges for services, the operation is not carrying a full winter payroll.

Function	Basis	Delivery
General Manager, Civic Center	Full time	Carrie Tobiness, General Manager of The Newberry for more than five years. Accountable for all Civic Center operations, programming and City coordination
Events and Booking Coordinator	Full time	Dedicated, on site. Rental sales and the personal concierge model — a named coordinator for every renter from inquiry through clean-up
Event and concierge staffing	Hourly	Scheduled per event, cross-trained, providing the added service levels the concierge model requires. Billed to the City at cost with no operator mark-up and recovered from promoters where applicable
Box office and ticketing	Shared	Newberry shared service
Marketing and communications	Shared	Newberry shared service
Production and technical direction	Shared	Newberry shared service, supplemented per event
Finance and accounting	Shared	Newberry shared service — replaces City fiscal services allocation
Human resources	Shared	Newberry shared service — replaces City HR allocation
Information technology	Shared	Newberry shared service — replaces City IT allocation
Executive oversight	Shared	The Newberry partner group

Function	Basis	Delivery
Custodial, security, specialist trades	Contracted	Third-party providers, coordinated with City building services

Carrie Tobiness is proposed as the General Manager of the Civic Center. She has served as General Manager of The Newberry for more than five years — the entirety of the venue's operating history — leading its talent buying, box office, production, marketing and financial management. That tenure is the senior leadership continuity behind every operational claim made in this proposal.

5.b Reporting Relationships

Carrie Tobiness, General Manager, reports to The Newberry's partner group and is the City's single point of accountability for day-to-day operations. Keith Schnider, Partner, is the City's point of contact for contractual matters, annual planning and escalation. The City's designated representative — the City Manager or their designee — receives all required reporting, and the Mansfield Theatre Advisory Board receives the annual programming plan.

Because The Newberry has no distant corporate parent, escalation is short: the people with authority to resolve a problem are in Great Falls and can be at the Civic Center within minutes.

5.c Operational and Financial Reporting Formats

Frequency	Report	Contents
Monthly	Operating report	Financial summary against budget; event-related reconciliations; narrative on operations, marketing, customer service and programming
Quarterly	Booking and satisfaction report	Dates of use and type of use by category — commercial, non-profit, public benefit; customer satisfaction scoring and survey feedback
Annually	Financial report and budget	Full-year financial results, following year's operating budget, and programming plan; presented to the City Commission

5.d Facility Maintenance Responsibilities

The General Manager is accountable for the condition of the managed venues. Day-to-day responsibility for cleanliness, event equipment condition and preventative maintenance scheduling sits with the on-site team, working alongside City building services staff.

The Operator will maintain and preserve the managed venues in good order, perform routine repairs and preventative maintenance on event equipment, fixtures, furnishings and finishes, and replace loose and permanent event and hospitality equipment when it becomes inoperable or beyond reasonable repair.

Building systems — structure, roof, HVAC, electrical service, plumbing, elevators, life safety systems and ADA compliance — remain the responsibility of the City, consistent with the City's retention of Civic Center Building Services. A written division of maintenance responsibility, with a defined threshold above which items become City capital matters and an emergency repair procedure, will be agreed during contract negotiation.

5.e Third-Party Service Providers

Anticipated third-party services include specialist custodial and post-event cleaning, contract security and crowd management for larger events, technical and production labor beyond in-house capacity, specialist trades, and waste and sanitation. Should The Newberry elect to introduce a catering program in the future, catering providers would be procured on the same competitive basis.

Providers will be selected on competitive quotation, insurance and licensing compliance, safety record and local availability, with preference for Great Falls businesses where terms are comparable. All providers will carry insurance naming the City as an additional insured.

Affiliated companies

The Newberry discloses that its partners hold interests in several other Great Falls businesses: Enbär Inc. (co-owned by Scott Reasoner, Andy Ferrin and Tim Peterson, and owner of the Great Falls Voyagers), Ferrin's Furniture, LPW Architecture, Mighty Mo Brew Co., and Marsh McLennan Agency, as detailed at Section 2.a. Any engagement of an affiliated company for services at the Civic Center would be disclosed in advance, priced at or below competitive market rates supported by third-party quotations, subject to City approval, and reported in the quarterly report. The City retains audit rights over all affiliated-party transactions.

Any Newberry-promoted concert or ticketed event at the Civic Center will follow the same rental structure as any other renter — limiting the City's risk on self-promoted shows while guaranteeing the City's return regardless of how a show performs.

5.f Risk Management, Safety and Security

The Operator will maintain written policies covering guest, staff and user safety, adhering to all safety policies established by the City, Cascade County, OSHA and other relevant agencies.

- Incident reporting: written report for every incident involving injury, property damage, ejection or law enforcement involvement, filed within 24 hours and provided to the City
- Documentation: incident log, inspection records, training records and equipment maintenance records retained and available to the City on request
- Emergency preparedness: written emergency action plan covering evacuation, medical emergency, severe weather, power failure and security threat, developed with City staff and consistent with the building's function as a seat of government; annual staff training and drills
- Alcohol service: all servers trained and certified in responsible service; written policies on identification checking, refusal of service and incident escalation
- Crowd management: staffing ratios by event type and attendance, with contracted security for higher-risk events

Governance of Operator-promoted events

The Newberry owns and operates another venue in downtown Great Falls. We raise this ourselves because the City is entitled to know how it will be managed. Our binding commitments:

- All Newberry-promoted events at the Civic Center pay the published rate under a separate written co-promotion agreement
- No right of first refusal on inbound rental inquiries, and a no-diversion covenant with defined remedies
- Community, legacy and non-profit users receive calendar priority over Operator-promoted events
- Full quarterly disclosure of every Operator-promoted event with settlement detail
- City audit rights over all Operator-promoted event accounting

5.g Cybersecurity Safeguards

The Operator will protect patron data, payment information and operational systems through PCI-DSS compliant payment processing with no card data retained on operator systems; multi-factor authentication on all business systems; endpoint protection and managed patching; encrypted backup with tested restoration; role-based access control with prompt revocation on staff departure; annual staff training on phishing and social engineering; and a written incident response procedure including prompt notification to the City of any breach affecting City data or facility operations.

Patron data collected through Civic Center ticketing is subject to Montana public records law. Ownership, use and retention of that data will be addressed expressly in the agreement.

5.h Staff Training and Professional Development

All staff receive orientation covering venue policies, emergency procedures, accessibility and customer service standards before their first shift. Role-specific training follows for box office, front of house, production and management personnel. Because the labor model depends on cross-trained staff moving between roles and venues, training breadth is an operational requirement rather than a benefit.

- Responsible alcohol service certification for all beverage staff, renewed as required
- First aid, CPR and AED certification for supervisory and front-of-house staff
- Annual emergency procedure and evacuation training for all staff, with drills
- Annual cybersecurity and data handling training
- Accessibility and inclusive service training
- Support for industry professional development and association membership for management personnel

5.i Operating in a Mixed-Use Public Building

We understand that the Civic Center is first the City's seat of government and second an entertainment venue. City Commission meetings, court proceedings, elections functions, public meetings and administrative operations take priority over event activity. The Operator will not have exclusive control over the Gibson Room, Commission Chambers, shared common areas or spaces used for governmental functions.

Practically, this means our booking discipline must be more conservative than in a standalone venue. A hold is not a confirmation until it has cleared the governmental calendar. Load-in noise, parking impact, after-hours access and security posture all have to be checked against what else is happening in the building that day — including proceedings where quiet is not a courtesy but a requirement. This applies with particular force to private events, which are often booked far in advance and cannot easily be moved.

Within 90 days of contract execution we will develop written procedures with City staff covering:

- Event scheduling and internal calendar coordination, including a governmental-priority check before any confirmation
- Shared-space use and conflict resolution, with a defined escalation path
- Setup, teardown, cleaning and custodial responsibilities
- Maintenance requests and reporting
- Security and building access, including key and credential control
- After-hours operations
- Routine communication with affected City departments

- Resolution of conflicts between public events and governmental functions

Our experience at Voyagers Stadium, operated under agreement with this City, is directly relevant: we already work within a framework where a City-owned asset serves both a commercial operation and a public purpose, and where the City's requirements come first.

6. Financial Plan

6.a Controlling Costs and Maximizing Revenue

Our financial strategy follows the four operating priorities set out in the cover letter and developed through Sections 3 and 5. One of them contains cost; three of them grow revenue. Together they are the whole of the plan.

Priority	Effect	Financial mechanism
Streamlined labor	Cost	Smaller salaried core, shared services in place of internal allocation, hourly staffing matched to event activity
Concierge rentals at higher rates	Revenue	Increased Convention Center rental supported by a personal event-coordinator experience for every renter
More comedy and concerts	Revenue	Rental, ticketing and per-capita ancillary revenue from a fuller Mansfield calendar, with flexible promoter pricing
Sponsorship and ancillary	Revenue	Sponsorship sold into an existing local base, plus marketing-driven ticket and per-capita growth

Cost control

- Streamlined labor: a smaller dedicated salaried core with hourly event staffing scheduled to actual requirements, so cost rises and falls with the calendar rather than sitting flat across a severely seasonal year
- Shared services rather than duplicated overhead: box office, marketing, production, finance, human resources and information technology drawn from functions already operating at The Newberry
- Competitive procurement of third-party services, with local preference where terms are comparable
- Underwriting discipline on presented and co-promoted events, so programming risk is taken deliberately rather than accumulated
- No operator mark-up on reimbursable costs

Revenue growth

- Concierge rentals at higher rates: raising Convention Center rental while delivering a personal event-coordinator experience for every renter grows revenue per event and builds the repeat and referral business that fills future calendars
- More comedy and concerts: a fuller Mansfield calendar drives rental, ticketing surcharge and per-capita bar spend simultaneously; early promoter-friendly pricing rebuilds the calendar and firms up as the room is upgraded
- Marketing investment: fiscal year 2026 advertising spend was $134.53. Sustained, measured marketing spend drives ticket sales, which drives per-ticket revenue and ancillary spend
- Sponsorship: currently negligible, and sold into an existing local relationship base
- Convention and regional recruitment: multi-day events with room-block value to the wider downtown

The common thread is utilization. The fastest revenue gain at the Civic Center comes from filling empty dates and earning properly on the dates already filled — not from raising rates on the community users who keep the building in use.

6.b Capital Improvement Planning

The Operator's role is to identify, prioritize and justify capital needs, and to distinguish immediate operational necessities from longer-term improvements. Within the first year we will deliver a prioritized capital assessment covering items required for basic operation and safety, items limiting bookings or competitiveness, items affecting customer experience and accessibility, and items with a measurable revenue return.

Three areas will feature prominently in that assessment, because they most directly gate bookings and guest experience: power, lighting and sound equipment in the Mansfield Theatre, and air conditioning in the Convention Center. These are the upgrades that convert promoter interest into confirmed dates and make the Convention Center comfortable for the concierge-level events described at Section 3.a.

Each recommendation will carry an estimated cost, an operational or revenue justification, and a proposed funding source, drawing first on the Repair and Upgrade Fund described at Section 7.b and, for larger items, on facility fees, sponsorship and naming rights, grants and public-private partnerships. The City retains final authority over all capital decisions.

6.c Disclosure of Additional Compensation

Other than the amounts expressly identified in Section 7, The Newberry would receive no costs, payments, rebates, commissions or other compensation from the City, from vendors or from any third party under the proposed agreement.

The Newberry discloses that its partners hold interests in Enbär Inc. (owner of the Great Falls Voyagers), Ferrin's Furniture, LPW Architecture, Mighty Mo Brew Co., and Marsh McLennan Agency, as described at Section 2.a. Any engagement of an affiliated company would be disclosed in advance, competitively priced, subject to City approval, and reported quarterly, as described at Section 5.e.

6.d Preliminary Operating Budget — Transition Year

The following preliminary operating budget covers the startup and transition period from October 1, 2026 through June 30, 2027. Detailed line items and full assumptions are provided in the accompanying workbook, submitted as Attachment A.

Transition period — 9 months	Amount	Basis
REVENUE		
Facility rental, ticketing, equipment and other	$283,046	FY2026 base; 95% of annual activity
Less community and non-profit access discount	(12,000)	Budgeted access investment
Food and beverage commission	6,000	10% of gross F&B sales
Total revenue	**$277,046**	
EXPENSE		
Management fee	$201,000	9 months at $22,333
Supplies	9,224	FY2026 actual, pro-rated
Purchased services	28,271	FY2026 actual, pro-rated
Marketing and promotion	18,000	Investment; FY2026 actual was $134.53
Reimbursable event costs	51,987	Recovered from promoters

Transition period — 9 months	Amount	Basis
Total expense	**$308,482**	
NET OPERATING RESULT	**($31,436)**	City subsidy required
Initial City contribution to Repair and Upgrade Fund	50,000	One-time seed; grows with revenue over time

Assumptions. Direct operating costs are carried forward from the City's fiscal year 2026 actuals with non-recurring items removed. City internal service allocation is excluded, as those functions are provided by the Operator and absorbed within the management fee. Civic Center Building Services remains a City cost and is excluded from this budget. Revenue is held at the fiscal year 2026 baseline with no growth assumed during the transition period, on the basis that the private event and comedy programs require lead time to convert. Hourly event labor and event-specific costs are billed to the City at actual cost with no operator mark-up and continue to be recovered from promoters.

6.e Multi-Year Operating Pro Forma

The following covers four fiscal years of stabilized operations, July 1, 2027 through June 30, 2031.

	FY2028	FY2029	FY2030	FY2031
Total venue revenue growth (vs FY2028)	—	+5%	+7.5%	+10%
Total venue revenue	$400,000	$420,000	$430,000	$440,000
Management fee (escalates 3.5%/yr)	268,000	277,380	287,088	297,136
Other operating expense	96,350	101,724	107,098	112,473
Total operating expense	**$364,350**	**$379,104**	**$394,186**	**$409,609**
Net operating result	**$35,650**	**$40,896**	**$35,814**	**$30,391**
Profit share → Repair and Upgrade Fund (40%)	$14,260	$16,358	$14,326	$12,156
Profit share → City of Great Falls (30%)	$10,695	$12,269	$10,744	$9,117
Profit share → The Newberry (30%)	$10,695	$12,269	$10,744	$9,118

Assumptions. Total venue revenue is projected at $400,000 in the first stabilized year (FY2028), approximately thirty-four percent above the depressed fiscal year 2026 earned base of $297,693, which reflected the Mansfield's closure for renovation through the first quarter of that year. Revenue growth then moderates to five percent in FY2029, seven and one half percent in FY2030 and ten percent in FY2031, each measured against the FY2028 base, bringing revenue to $420,000, $430,000 and $440,000 respectively as the operating priorities mature: a fuller comedy and concert calendar, higher Convention Center rental supported by the concierge model, and the recovery of a full theatre year. Both the labor and management fee components of the base management fee escalate three and one half percent annually, compounding, rising from $268,000 in FY2028 to $297,136 by FY2031; see Section 7.a for the fee's Year 1 composition and the additional increase applied at each five-year contract renewal. Purchased services are removed from the forward budget, reflecting that the City will no longer promote its own events under Operator management; event-specific costs are billed to promoters and recovered. Community access discounts rise over the period, marketing investment is sustained, and reimbursable event costs scale with activity. Civic Center Building

Services remains a City cost throughout and is excluded. Operating surplus is distributed 30% to the City, 30% to The Newberry and 40% to the Repair and Upgrade Fund, which is additionally seeded by the City at $50,000 as set out at Section 7.b.

6.f Financial Performance Metrics

- Total earned revenue against budget, by category
- Net operating result against budget
- Facility utilization — event days by venue
- Revenue per event day, by venue
- Convention Center rental revenue, booking count, and revenue per event
- Concierge coverage — share of rentals with an assigned event coordinator
- Comedy and concert dates presented, and net contribution per date
- Repair and Upgrade Fund balance, contributions and deployment
- Sponsorship revenue against annual goal
- Cost recovery ratio — earned revenue as a percentage of direct operating cost
- Community access delivered — event days and dollar value of discounts
- Capital reinvestment deployed and Repair and Upgrade Fund balance

7. Fee Structure and References

7.a Base Management Fee and Incentive Compensation

We propose a single, all-inclusive base management fee, payable monthly in advance, with the first three months payable at contract execution to fund transition staffing. In the first full year the fee is $268,000, or $22,333 per month.

How the fee is constructed

Component	Annual (Year 1)	Escalation
Dedicated salaried staffing (labor) — General Manager and Events and Booking Coordinator, fully loaded	$160,000	3.5%/yr, compounding
Administration, shared services and management	90,000	3.5%/yr, compounding
Technology and subscriptions	18,000	3.5%/yr, compounding
TOTAL ANNUAL BASE MANAGEMENT FEE (Year 1)	**$268,000**	3.5%/yr, compounding

The administration component covers the Newberry shared service functions that replace the City's internal service allocation — box office, marketing, production, finance, human resources and executive oversight — together with operator margin. The technology and subscription component covers ticketing, point-of-sale, booking and event-management software, marketing platforms, and the systems that support the concierge model. The Operator carries its own contingency within the fee; there is no separate contingency charge to the City.

Labor and management fee costs both escalate three and one half percent annually, compounding — the fee does not hold any component flat. In addition to that annual escalator, an initial one-time increase of three and one half percent is applied to the fee then in effect at the start of each renewed five-year term, compounding onto the escalated base.

What the fee replaces

City FY2026 cost replaced by the management fee	Amount	
Venue personnel — salaries, benefits, pension, payroll taxes	$214,781	
Internal service allocation — HR, IT, fiscal, telephone, mail, insurance	87,052	
Total City cost replaced	**$301,833**	
Proposed Year 1 base management fee	(268,000)	
NET REDUCTION IN THE CITY'S OPERATING COST	**$33,833**	− 11.2%

For less than the City spends today on venue personnel and internal service allocation, it engages a professional venue operator with dedicated commercial management capacity, an established box office, a marketing function, a personal-concierge rental program, existing talent buying relationships and a local sponsorship base. Even by FY2031, with four years of escalation applied, the fee of $297,136 remains below today's replaced cost of $301,833. Hourly event labor and event-specific costs continue to be billed to the City at actual cost with no operator mark-up, exactly as accounted for today under Division 123, and continue to be recovered from promoters.

Incentive compensation — profit participation

All operating expenses, including the base management fee, are paid before any distribution. Surplus is then distributed:

Recipient	Share	Application
City of Great Falls	30%	Returned to the City
Repair and Upgrade Fund	40%	Dedicated facility repair and improvement
The Newberry	30%	Operator performance participation

Seventy percent of every dollar of surplus stays with the City or goes back into the building. The Operator's participation is deliberately capped at a minority share.

7.b Alternative Compensation Structures

Repair and Upgrade Fund

We ask the City to make an initial contribution of $50,000 to a dedicated Repair and Upgrade Fund at the start of the term. This is a one-time seed, not an annual appropriation. From there the Fund grows over time from a defined share of operating revenue, so that the facility increasingly funds its own improvement rather than returning to the City for each capital need.

The Fund is directed at the improvements that most constrain bookings and guest experience today, in priority order:

- Power, lighting and sound equipment in the Mansfield Theatre — the systems that determine whether a touring production can be staged, and the upgrades that will allow theatre rental to firm up from its initial promoter-friendly pricing
- Air conditioning in the Convention Center — comfort is a precondition for the higher-rate, concierge-level private events described at Section 3.a, particularly across the warmer months

We ask the City to work with us on a simple, streamlined process for approving use of Fund monies — a defined, prioritized capital list agreed in advance, with a light-touch approval path for expenditures within it, so that improvements can be made promptly rather than waiting on a full appropriation cycle. The Fund would be governed jointly, expenditure reported to the City, and its balance and deployment included in the annual report.

Future catering

The Newberry does not propose a catering fee or catering program at this time. The Newberry reserves the right to evaluate a catering fee or catering program in the future, and would bring any such proposal to the City for approval before implementation.

Community access investment

The Operator funds discounted rates for the Great Falls Symphony, Great Falls Community Theatre and verified local non-profit users within the operating budget, rising from approximately $12,000 in the transition period to $19,000 by fiscal year 2031. This is treated as a budgeted cost of operating a public facility, not as foregone revenue to be recovered from other users.

Contract terms requested

- Base management fee payable monthly in advance, with the first three months payable at execution

- An operating account funded and replenished by the City on a fixed cycle; the Operator does not advance operating costs
- Patron funds, deposits and advance ticket sales held in a segregated trust account
- No assumption by the Operator of pre-transition liabilities, including deposits, suspense balances, accrued leave or pension obligations
- An annual escalator of three and one half percent on the base management fee and the operating budget, plus an additional 3.5% increase at the start of each renewed five-year term
- A mutually agreed cap on City fee-waiver and City-use dates, with waived dates treated as revenue-neutral for performance measurement
- Reimbursement of unamortized transition costs on termination for convenience or non-renewal
- Aggregate Operator liability capped at trailing twelve months of fees, with mutual indemnity

7.c Client References

References will be provided directly to Jeremy Jones, Deputy City Manager, by email following submission of this proposal.

8. Implementation Timeline

From contract award to the first event under new management.

Period	Milestone	Activity
Sept 15, 2026	City Commission award	Contract approved for execution
Sept 2026	Execution and mobilization	Professional Services Agreement executed; transition advance received; General Manager and Events Coordinator appointments confirmed; insurance and licensing secured; alcohol permitting initiated
Sept 2026	Transition planning	Existing bookings assumed at contracted rates; calendar and deposit-liability reconciliation with City staff; ticketing and financial systems configured; concierge coordinator model set up; outreach to legacy users begins
Oct 1, 2026	**OPERATIONS COMMENCE**	Operator assumes day-to-day management; first event under new management delivered
Oct – Dec 2026	Stabilization	Stakeholder engagement plan delivered within 90 days; written procedures agreed with City staff; published rate card submitted for approval; Repair and Upgrade Fund capital list agreed; users' advisory group convened
Jan – Mar 2027	Build	Concierge rental program marketed; first comedy and concert dates on sale; Symphony series developed; prioritized capital assessment delivered against the Repair and Upgrade Fund
Apr – Jun 2027	First season	Brand reintroduction campaign; FY2028 season announced and on sale; first annual financial report and budget presented to the City Commission

The Newberry is able to commence operations on October 1, 2026. Because our staff, systems and shared service functions are already operating three blocks away, our mobilization requirement is materially shorter than that of an operator entering this market for the first time.

Attachments

Ref	Document
A	Transition-Year Operating Budget and Five-Year Pro Forma (workbook)
B	Financial Statements — provided upon request under separate, clearly marked cover; trade secret protection claimed under Title 30, Chapter 14, Part 4 and Section 18-4-304(8)(a), MCA, with accompanying affidavit of trade secret confidentiality
C	Organizational Chart
D	Key Personnel Resumes
E	Sample Reporting Formats
F	Executed Non-Collusion Declaration
G	Certificate of Insurance