Prepared for

CITY OF GREAT FALLS, MONTANA

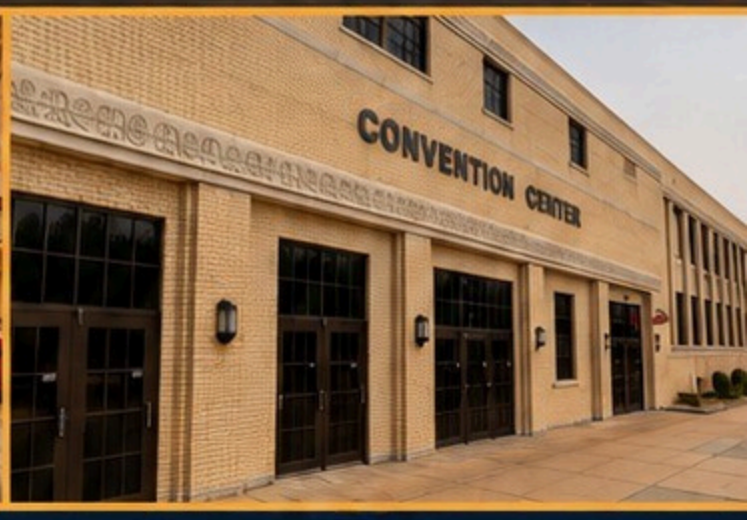
PROPOSAL

VENUE OPERATOR FOR THE GREAT FALLS CIVIC CENTER









Prepared by VenuWorks

TABLE OF CONTENTS

SECTION	PAGE
1 – COVER LETTER	2
2 – FIRM BACKGROUND AND QUALIFICATIONS	3
3 – PROGRAMMING, BUSINESS DEVELOPMENT & MARKETING	27
4 – COMMUNITY ENGAGEMENT PLAN	63
5 – MANAGEMENT PLAN	77
6 – FINANCIAL PLAN	95
7 – FEE STRUCTURE AND REFERENCES	99
8 – IMPLEMENTATION TIMELINE	102

GREAT FALLS CIVIC CENTER VENUE OPERATOR PROPOSAL

SECTION 1 – COVER LETTER

Dear Mr. Jones and Selection Committee,

Thank you for giving VenuWorks the opportunity to submit this proposal for the operation of the Great Falls Civic Center. It was a pleasure to attend the pre-proposal site tour and see the venue firsthand. The visit reinforced the Civic Center's importance as a historic cultural and civic asset and the need to coordinate events carefully within a building that also serves as the working seat of City government.

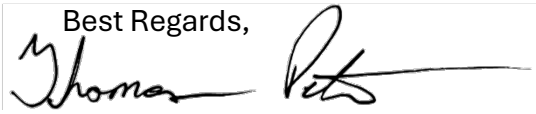
We understand that Great Falls seeks a collaborative partner that can stabilize services during the first year, rebuild trust with long-standing users, protect affordable community access, expand local, regional, and national utilization, and create a realistic path toward financial sustainability and facility reinvestment. VenuWorks shares that vision. We will respect the Civic Center's public mission and bring the professional systems, entrepreneurial discipline, and responsive customer service needed to position it for growth.

For thirty years, VenuWorks has managed publicly owned performing arts, convention, meeting, and multipurpose venues across the country. Today, we serve more than sixty-five venues in more than twenty-five markets. As the only employee-owned venue management company in the country, our local employee owners combine personal accountability with the resources of an experienced corporate team. That structure is well suited to Great Falls, where close coordination with the City Manager's Office, Civic Center staff, elected officials, departments, advisory bodies, and community partners will be essential.

Our first-year priorities will begin with listening and relationship repair through direct outreach to current and former users, arts organizations, schools, nonprofits, tourism and downtown partners, and civic groups. We will strengthen booking, event coordination, staffing and training, operating procedures, calendar coordination, technology, customer communication, and financial and performance reporting. We will recommend flexible, transparent rate structures for commercial, nonprofit, public-benefit, and resident users, subject to City approval, and re-engage legacy partners to build a measured pipeline of diverse events that utilize all aspects of the venue.

VenuWorks will focus on growing business before expecting major capital investment. We will provide transparent budgets, subsidy assumptions, and performance benchmarks; pursue realistic revenue through rentals, sponsorships, food and beverage, ticketing, and partnerships; and prioritize capital needs based on safety, accessibility, event functionality, customer experience, marketability, and return on investment. We will create a dependable, community-centered operation that honors the Civic Center's legacy, strengthens its role in downtown Great Falls, and delivers measurable cultural, economic, and civic value. Thank you for considering our proposal! As the contact person, my information and VenuWorks' details are below.

Best Regards,



Thomas "Toby" Peters
Chief Development Officer

VenuWorks, Inc.
1615 Golden Aspen Drive, Suite 107
Ames, IA 50010
Phone: 515-232-5151
Federal I.D. Number: 42-146376

a) Provide an overview of your organization, including its legal structure, key executives, and overall organizational framework. Proposals must clearly differentiate between the experience and qualifications of the proposing entity and those of any parent company, predecessor organization, or wholly or partially owned subsidiary.

Since 1996, VenuWorks has served the unique management demands of venues in midsize markets like Great Falls. We specialize in the professional management of publicly owned arenas, performing arts centers, convention and conference facilities, theatres and community venues, particularly in midsized markets where a national operator must understand that financial performance and public purpose are equally important.

For 30 years, our focus has remained the same: we exist to bring success to our venues and enrich the lives of the people in the communities we serve, one event at a time. Our model combines a locally based management team with corporate expertise in programming, booking, marketing, finance, human resources, food and beverage, operations, facility maintenance, risk management, sponsorship and business development.

The City of Great Falls' Strategic Business Planning Study concludes that the Civic Center's current small, largely self-contained operating structure limits its ability to pursue new revenue opportunities, increase utilization and implement contemporary venue-management practices. It identifies professional third-party management as one potential solution—providing specialized expertise, systems, national networks, professional marketing and revenue optimization while maintaining City ownership of the asset.

That is precisely the model VenuWorks was created to provide. Great Falls gains capabilities that would be difficult and costly to duplicate internally while maintaining ownership, policy oversight and accountability through the City. VenuWorks has 4,200+ employees dedicated to this mission as they provide consulting, operations, marketing, programming, ticketing, concessions, catering, and event production services.

Our Values

Integrity, accountability, compassion, and resilience are values that have shaped societies all over the world. As an employee-owned company we encourage and empower our team to practice these values in how we treat one another. We are not bound to stakeholders but rather we are bound to one another. We have developed a proven track record in opening and managing venues to maximize revenue streams, deliver excellent customer service, and operate efficiently and effectively to create the best bottom line for our clients.

Our success has been built on the following:

Employee Empowerment

VenuWorks is 100% employee owned. This means owners of VenuWorks are at our venues every day, taking pride in their company and in their service to the community. We count on those team member owners to bring us real time reports from their venues. That information is incorporated

into our efforts to make our service better every day. Our central office exists to support our team members' efforts in each location.

Open Communication

VenuWorks pays close attention to the needs at every venue, so every client feels heard, ensuring no one gets lost in the shuffle. While we serve venues in twenty locations, every location is in constant communication with our corporate office, headquartered in Ames, IA. Each venue is served by one of our Regional Vice Presidents, who oversees accounts within their geographical area.

Transparency

As the venue manager we are accountable for how the venue operates. We ensure complete transparency with our clients and provide regular monthly financial reports. Our corporate finance team, led by Tim Sullivan, our Chief Financial Officer; and Mike Piehl, our Vice President of Finance, are in constant communication with the venue and ensure accurate and transparent financial reporting.

Space Optimization

We focus on utilizing every event space in the venue. This involves maximizing events at our venues through sales, focused marketing, and strategic programming.

Steadfast Leadership

VenuWorks has been the same rock-solid company that founder Steve Peters created in 1996. We have opened twenty-one new venues in the past several years, ranging from ice arenas to convention centers and theatres, not to mention the many major renovations we've directed, or the eight hotels we've worked to develop adjacent to our venues. We focus on building community partnerships that result in working relationships and sponsorships.

VENUWORKS LEADERSHIP

STEVE PETERS

FOUNDER AND CHIEF EXECUTIVE OFFICER



Steve Peters founded VenuWorks in 1996. With decades of experience, including roles as the Target Center's first General Manager and Vice President at Ogden Entertainment, Steve laid the groundwork for VenuWorks' success. Steve co-founded VenuWorks Theatricals, producing renowned works like the Tony-nominated *You Can't Take It With You* and the upcoming Broadway musical *Get Happy*. Steve is also co-owner and managing director of Chanhassen Dinner Theatres in Minnesota, a community mainstay for premier productions. His producing credits include work on Broadway (Once Upon a Mattress), London's West End (Your Lie in April), and global live shows like Blippi Live. An alum of the University of Iowa, Steve has received prestigious honors like the IAVM McElravy Award and remains dedicated to advancing arts and entertainment from his home in Ames, Iowa, with his wife, Randi.

MICHAEL SILVA



CHIEF OPERATING OFFICER

Michael Silva serves as COO of VenuWorks, bringing over 25 years of experience in public assembly facility management. His extensive background encompasses oversight of arenas, amphitheaters, performing arts centers, and convention centers across the U.S., and Michael currently oversees operations at all VenuWorks locations.

Prior to becoming COO, Michael managed all VenuWorks facilities in Cedar Rapids, Iowa, for nearly a decade. As Executive Director, he led operations for multiple venues, including the Alliant Energy PowerHouse and Paramount Theatre, and directed the Cedar Rapids Tourism Office to boost the city's development. Michael's leadership ensures operational excellence across VenuWorks' venues, driving community-focused management and high-quality entertainment experiences.

TRICIA GONYO



CHIEF MARKETING OFFICER

Tricia Gonyo is the Chief Marketing Officer at VenuWorks, overseeing ticketing, sales, and marketing efforts across all 50+ managed venues. She leads strategic initiatives that drive revenue, enhance branding, and create impactful event experiences. Tricia also directs VenuWorks Presents, the company's concert production division, promoting live entertainment nationwide. Her leadership ensures innovative marketing and strategic partnerships, fostering excitement and demand for events. Before joining VenuWorks, Tricia was Senior Client Development Director at Ticketmaster, managing accounts across an eight-state territory. With degrees in Sports Administration, Corporate Communications, and Sports Management, Tricia brings expertise in digital marketing, branding, and team leadership to the company, delivering cohesive and engaging strategies.

TIM SULLIVAN



CHIEF FINANCIAL OFFICER

Tim Sullivan serves as the Chief Financial Officer at VenuWorks, overseeing the budgeting and financial reporting for all managed locations. He leads the implementation of financial policies and procedures designed to enhance processes, safeguard assets, and ensure the delivery of timely, accurate financial reports. Under Tim's guidance, his team conducts ongoing financial performance monitoring through on-site audits and remote access to accounting systems. His leadership ensures consistent and reliable budgeting, standardized reporting, and precise financial data for both the corporate office and VenuWorks' managed venues. Tim holds a bachelor's degree in finance from Iowa State University and an MBA from Drake University. He is also a Certified Internal Auditor (CIA), bringing a depth of expertise in financial analysis, reporting, and compliance. With skills in strategic planning, budgeting, leadership, and contract negotiation, Tim plays a vital role in driving financial stability and operational efficiency across VenuWorks.

THOMAS "TOBY" PETERS



CHIEF DEVELOPMENT OFFICER

Thomas "Toby" Peters is the Chief Development Officer at VenuWorks, driving business development, brand integrity, and corporate communications. He ensures continued growth and success by fostering strategic partnerships and expanding VenuWorks' reach across the industry. Joining VenuWorks in 2007 at the RiverCenter and Adler Theatre in Davenport, Iowa, Toby progressed through the roles of Brand Manager and Director of Business Development. His expertise in strategic planning and brand management has been pivotal in securing new accounts and enhancing the company's influence. Prior to joining VenuWorks, Toby served as a youth pastor in Dhaka, Bangladesh, cultivating his collaborative leadership style. He holds a bachelor's degree in Theatre Arts and an MBA from the University of Iowa.

ANGELA BOHLEN



VICE PRESIDENT OF HUMAN RESOURCES

Angela Bohlen, Vice President of Human Resources at VenuWorks, oversees compliance with federal, state, and local employment regulations pertaining to all personnel matters. Angela directs the administration, coordination, and evaluation of all human resource functions, providing strategic leadership and expertise in organizational development, recruitment, and payroll. She manages collaborations with VenuWorks HR partner, Aureon HR, to streamline resources and enhance operations. With experience across industries such as staffing, finance, and insurance, Angela excels in strategic planning, communication, and fostering trusted partnerships across all levels. She holds a PHR certification and specialized education in Business Administration with a focus on Human Resource Management, staying active in HR communities to ensure best practices are met.

MIKE PIEHL



VICE PRESIDENT OF FINANCIAL SERVICES

Mike Piehl serves as the Vice President of Financial Services at VenuWorks, where he oversees the review and approval of monthly financial statements and annual budgets for all company-managed locations. With a focus on accuracy and accountability, Mike also conducts on-site internal control reviews and collaborates with the CFO on special projects and new business initiatives, ensuring the financial health and operational efficiency of the organization. Mike earned his bachelor's degree in accounting from the University of Northern Iowa. Before joining VenuWorks, he worked as a Senior Auditor for the Iowa State Auditor's Office, conducting financial, compliance, and performance audits for governmental entities. Mike has a strong foundation in financial analysis, reporting, and internal controls, which he continues to apply in his leadership role at VenuWorks.



SCOTT MULLEN

VICE PRESIDENT OF EVENT PROGRAMMING & CONTENT

Scott Mullen, CVE serves as VenuWorks' Vice President of Programming & Entertainment, leading programming strategy across the company's portfolio of managed venues. He focuses on expanding the event pipeline, strengthening relationships with agents, promoters, and touring partners, and identifying new opportunities that drive revenue and community engagement.

Mullen brings decades of experience in live entertainment, booking and venue operations. Most recently, he led Vibrant Arena at The MARK from a deficit to sustained profitability, exceeding $2 million in annual net profit in two of the past three years. He has also delivered record profits at major venues in New York and Pennsylvania.



CHRIS CARTON

VICE PRESIDENT OF FOOD & BEVERAGE SERVICES

Chef Chris Carton, Vice President of Food & Beverage Services at VenuWorks, brings 40 years of culinary and hospitality expertise to the role. An alumnus of the CIA at Greystone, he has spent 16 years enhancing culinary operations across the VenuWorks portfolio through menu innovation, food presentation, team development, and guest satisfaction. Chris drives innovation in operations, advances national safety initiatives and fosters new business opportunities across the VenuWorks portfolio. His career highlights include cooking for U.S. Presidents, performing artists, and major events like Super Bowl XXXVIII. His numerous accolades include Chef of the Year from the American Culinary Federation and the Premier Chef Excellence Award. Dedicated to education and community, he has served as an Adjunct Culinary Instructor since 1997, earning honors such as Teacher of the Year from Eastern Iowa Community College. Recognized for his advocacy against food waste and hunger, Chris actively engages with initiatives like the Iowa Food Rescue Partnership, furthering his impact within and beyond his industry.



TOM RICHTER

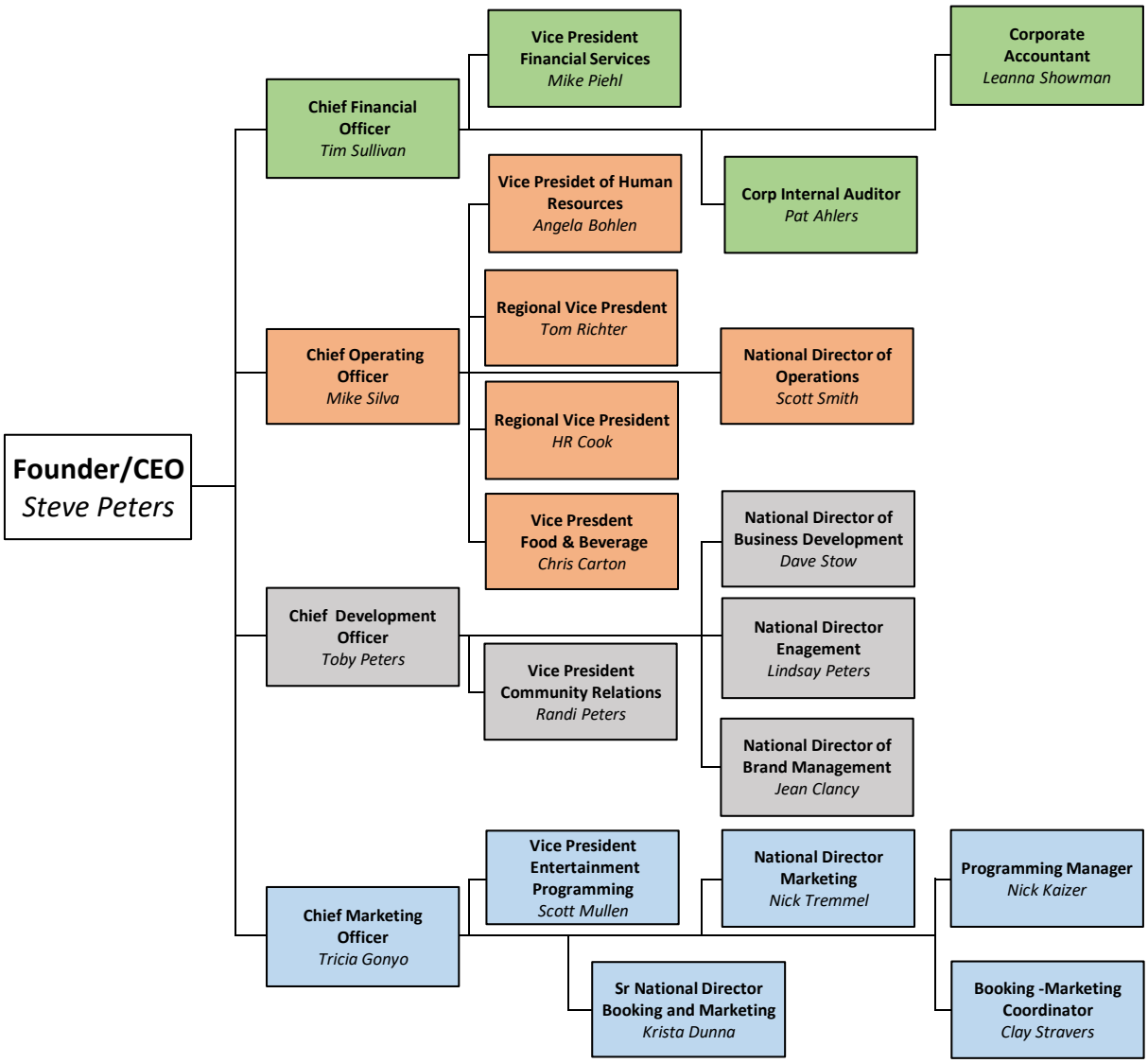
WESTERN REGIONAL VICE PRESIDENT

Tom Richter, the Western Regional Vice President at VenuWorks, brings more than 30 years of expertise in venue management, event programming, and leadership. In his role, Tom provides strategic guidance to VenuWorks-managed venues, crafting tailored solutions to elevate events, streamline operations, and enhance community engagement. He serves as the primary corporate liaison, bridging the gap between clients and venue management teams to ensure seamless collaboration. Previously, Tom led the Swiftel Center in Brookings, SD, as Executive Director for 20 years, where he transformed the center into a premier destination for concerts, sports, and large-scale events. A proud alumnus of South Dakota State University, Tom holds degrees in Agricultural Education and Counseling. He also spent a decade as SDSU's Rodeo Coach and instructor, further showcasing his dedication to leadership and community impact. Tom will provide direct oversight to the Great Falls Civic Center and will be the key point of contact for the City of Great Falls.

Organizational Framework for Great Falls

The Great Falls Civic Center would be led by a dedicated onsite Executive Director and local management team. That team would be supported by the Western Regional Vice President and VenuWorks corporate leadership and specialists rather than operating as an isolated local department.

This provides Great Falls with the advantages of both models: **Local decisions and local relationships at the Civic Center, backed by national resources when they are needed.**



b) Describe the location of your firm's offices and operational resources relative to the City's offices and facilities.

VenuWorks' corporate headquarters is located at:

VenuWorks, Inc.
1615 Golden Aspen Drive, Suite 107
Ames, Iowa 50010
515-232-5151

The Ames headquarters houses the corporate resources that support VenuWorks-managed facilities, including executive leadership, finance, human resources, operations, marketing, programming, ticketing, technology, food and beverage, brand management and business development.

VenuWorks does **not** propose to manage the Great Falls Civic Center remotely from Iowa. If selected, Great Falls would have a dedicated onsite management team working from the Civic Center alongside the City departments already occupying the building. This is especially important given the unique operating environment of the Great Falls Civic Center, where venue operations must coexist with City Hall functions, court activity and other municipal departments.

Our corporate support model is established across the VenuWorks portfolio.

At all of our City-owned client venues, the onsite Executive Director is supported through regular corporate site visits, weekly interaction with the Regional Vice President and ongoing booking and marketing support from the Ames office.

For Great Falls, corporate and regional resources would supplement—not replace—the local team. When additional expertise is required for a major booking, capital project, financial issue, staffing need, marketing campaign, food-and-beverage initiative, safety matter or technology challenge, Great Falls would have direct access to the broader VenuWorks organization.

c) Submit financial statements covering the most recent (3) years of operations. Audited or certified statements are preferred but not mandatory.

VenuWorks' financial statements for fiscal years 2023, 2024 and 2025 are provided as separate submitted with this proposal. Because these statements contain confidential corporate financial information, they are submitted separately and identified in accordance with the confidentiality and public-record provisions of the RFP. VenuWorks is not submitting this proposal as a Joint Venture; therefore, no Joint Venture agreement is applicable

d) Provide a comprehensive summary of your organization's facility management experience during the past five (5) years. This should include the types of venues managed, services performed, and examples of operational approaches that have produced successful outcomes.

During the past five years, VenuWorks has continued to provide full-service management for a diversified national portfolio of performing arts centers, convention and conference centers, arenas, amphitheaters, sports facilities and multipurpose civic venues. Current company materials identify more than 65 venues in approximately 27 communities.

Over the past five years, we have added 14 new accounts:

- Jefferson City, MO – Capital Region MU HealthCare Amphitheatre – 2021
- Pelham, AL – Pelham Civic Complex & Ice Arena - 2021
- Skokie, IL – North Shore Center for the Performing Arts - 2022
- Birmingham, AL – Family Entertainment Center - 2023
- Oshkosh, WI – Oshkosh Arena - 2024
- Des Moines, IA – Merle Hay Arena – 2024
- Grand Island, NE – BigIron Events Center - 2025
- Rochester, NY – Blue Cross Arena - 2025
- Jacksonville, NC – Jacksonville Sports & Events Center - 2025
- Evansville, IN – Old National Events Plaza – 2025
- Des Moines, IA - Ingersoll Theatre – 2025
- Ashland, KY – Paramount Theatre of Ashland – 2026
- Fresno, CA – Fresno Convention & Entertainment Center – 2026
- Fort Pierce, FL – Sunrise Theatre - 2026

For all our clients, VenuWorks' management responsibilities routinely encompass booking and programming; facility operations and engineering; event management; sales and business development; marketing and advertising; ticketing; food and beverage; sponsorship; budgeting and financial reporting; staffing and human resources; guest services; security and risk management; preventative maintenance; and capital planning. For Great Falls, several current relationships are particularly relevant:

RiverCenter & Adler Theatre — Davenport, Iowa
VenuWorks has managed the City of Davenport's RiverCenter and historic Adler Theatre since 1997. The partnership was renewed in 2026 through June 2029, making it VenuWorks' longest-standing municipal client relationship. The campus is a convention and event center paired with a historic performing arts theatre in a downtown environment. The 2026 calendar reflects more than 200 planned events, more than 200,000 guests and more than 1,000 event-use days, spanning conventions, banquets, Broadway, concerts, sporting events, cultural programs, nonprofit activities and community gatherings.

United Wireless Arena & Boot Hill Casino Conference Center — Dodge City, Kansas
VenuWorks has managed this City/County public-assembly complex since January 2011. Following subsequent renewals and another competitive RFP process, VenuWorks was again awarded management through December 2029. The company provides management, marketing, programming and operations, prepares budgets and delivers monthly financial and annual business reporting to the City.

Sunrise Theatre — Fort Pierce, Florida
In 2026, the City of Fort Pierce selected VenuWorks to assume management of its historic 1,200-seat Sunrise Theatre. VenuWorks' responsibilities include daily operations, programming and booking, marketing, ticketing coordination, food and beverage, financial reporting, staffing and guest experience while the City retains ownership.

Vicksburg Convention Center — Vicksburg, Mississippi
VenuWorks manages this municipal convention facility with a strategy focused on meetings, conventions, sports, community events and private business. Current initiatives include fixed-price meeting packages, sports-tourism development with destination partners and sponsorship strategies directed toward equipment modernization.

e) Share examples that demonstrate innovative strategies related to event booking, revenue development, operational cost efficiencies, and experience with capital planning and facility reinvestment.

VenuWorks' value to its municipal partners extends well beyond traditional facility management. Across our portfolio, we have repeatedly identified underused dates, unrealized revenue opportunities, inefficient operating practices and facility limitations—and developed practical strategies to address them. For Great Falls, that means bringing not only the systems to manage the Civic Center effectively, but the creativity and expertise to make the Mansfield Theater, Convention Center and meeting spaces more active, productive and financially sustainable.

Event Booking & Calendar Development
VenuWorks does not wait for the calendar to fill itself. Our approach combines national touring relationships, local and regional sales, VenuWorks Presents, resident and community partnerships, recurring series, educational programming and the creation of proprietary events designed specifically to activate otherwise underutilized dates.

Traditional touring content remains an important part of that strategy. VenuWorks manages successful Broadway and performing arts programs at venues throughout its portfolio. At Davenport's historic Adler Theatre, our six-show Broadway subscriber series has built nearly 1,000 subscribers and is supported by a Broadway Club, pre-show dining and frequently sold-out performances. The Paramount Theatre in Cedar Rapids also maintains an annual Broadway subscriber series alongside concerts, comedy, ballet, symphony and community programming. The Victory Theatre in Evansville similarly combines its Broadway Series with concerts, comedy, ballet, family programming and the resident Evansville Philharmonic Orchestra.

Our calendar-development strategy goes well beyond buying touring shows, VenuWorks creates events. At the Three Rivers Convention Campus in Kennewick, the team has developed home-grown programming including the **Three Rivers Tattoo Convention, Three Rivers Wine Festival, Brew & Bacon Festival and Bridal Show**, transforming traditionally quiet dates into community activity and incremental revenue. The Tattoo Convention, first developed in 2009, has grown into a recurring regional event, while the Wine Festival and other created events provide productive uses for otherwise idle convention-center inventory.

That same philosophy is replicated across the portfolio. VenuWorks teams have developed **Bourbon, Bacon & Brews**-style events in Wichita, Ottumwa, Chesapeake and Cedar Rapids; the **Princess Ball** in Chesapeake; **Family Fest** concepts; **Lunch with the Chef** programs; food and beverage experiences; festivals; vendor markets; holiday programming and other recurring events that can be scaled to the interests of the local community.

These are not simply events for events' sake. They are designed to:

- fill low-demand dates;
- introduce new audiences to the venue;
- create sponsorship inventory;
- generate food and beverage revenue;
- strengthen community engagement; and
- develop programming that can return annually and become part of the venue's identity.

Educational and youth programming provides another important layer of calendar development. At the North Shore Center for the Performing Arts in Skokie, VenuWorks' Youtheatre program provides live theatrical experiences to nearly **8,000 school-aged children annually**, including low-cost and complimentary access for underserved schools. At the Adler Theatre, special Symphony Day matinees introduced approximately **7,000 schoolchildren** to classical music in 2025. At the Pelham Civic Complex & Ice Arena, VenuWorks has worked directly with local schools to incorporate introductory skating into kindergarten physical-education programming—developing future participants while strengthening the facility's connection to families.

For Great Falls, this breadth of experience creates an opportunity to build a calendar that is not dependent upon any single business segment: community arts and legacy users, rentals, Broadway and touring entertainment, conferences and meetings, locally created events, family programming, educational experiences and carefully evaluated co-promotions can work together to increase utilization throughout the year.

Revenue Development

Increasing utilization is only part of the equation. VenuWorks evaluates every interaction with the venue for its potential to create appropriate incremental revenue without undermining community access. This diversified approach has produced measurable results throughout the VenuWorks portfolio:

- Food & Beverage
- Sponsorships & Naming Rights
- Ticketing and Facility Fees
- Advertising
- Premium Experiences
- AV and Equipment Rental
- Merchandise
- Co-Productions & Presented Events
- Proprietary Programming.

At the **North Shore Center for the Performing Arts**, VenuWorks invested $150,000 in concessions, point-of-sale technology and supporting infrastructure. Concession sales increased **100% in 2023 and another 60% in 2024.**

At the historic **Rialto Square Theatre** in Joliet, revised menus, new POS technology, kiosks and operating partnerships increased concessions by **47% between 2023 and 2024**, while the venue simultaneously moved from a significant operating deficit to profitability.
At the **Three Rivers campus** in Kennewick, bringing food and beverage operations in-house, improving kitchen infrastructure and modernizing POS and menus helped grow annual F&B revenue from approximately **$1 million to more than $3 million**.

In Grand Island, VenuWorks has similarly expanded food and beverage and sponsorship activity while developing a major venue naming-rights partnership. Renaming the venue **BigIron Events Center** demonstrates our ability to develop long-term corporate partnerships while maintaining municipal ownership and approval.

For Great Falls, the objective would not be to solve the Civic Center's financial challenges simply by increasing rental rates. Rather, VenuWorks would develop **multiple complementary sources of earned revenue around the existing public mission**—an approach directly aligned with the City's requirement to improve financial sustainability without pricing long-standing community users out of the building.

Operational Cost Efficiency
VenuWorks also brings economies of scale and operating resources that are difficult for an individual municipal venue to replicate independently. Our managed venues benefit from national and regional purchasing relationships, pooled employee benefits, insurance and claims expertise, standardized financial controls, technology resources, contract review, safety and risk-management support, marketing analytics, ticketing expertise and corporate specialists who can supplement the local staff without requiring every specialized discipline to become another full-time position on the Civic Center payroll.

At **Pelham Civic Complex & Ice Arena,** VenuWorks worked with the City to replace an inefficient aging chiller system while keeping the complex operational through a nine-month upgrade. The team also refined rink-maintenance practices—including optimizing ice depth—to reduce energy consumption and operating expense while maintaining performance. Those efforts formed part of a wider turnaround that reduced the City's operating deficit by approximately $1 million over four years and produced a surplus in 2025.

At the **Three Rivers Campus**, VenuWorks transformed a facility previously operating at approximately a **$1.2 million annual deficit into a sustainable profitable operation** through stronger utilization, diversified programming, operational efficiencies and increased ancillary revenue.

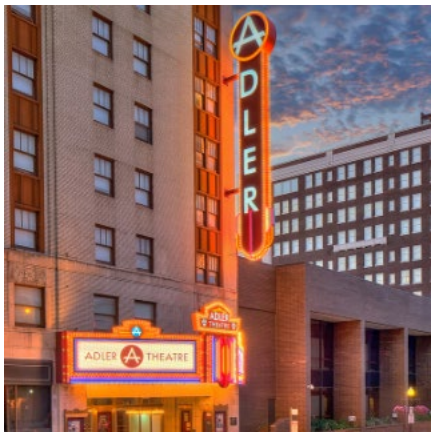
The principle is important for Great Falls: cost control should not mean cutting the venue's ability to perform. VenuWorks looks first for inefficient processes, unnecessary duplication, poor purchasing practices, preventable repairs, inappropriate staffing patterns and missed opportunities to use corporate resources before recommending reductions that affect customer service or community access.

Capital Planning, Historic Preservation & Facility Reinvestment
The Great Falls Civic Center is not simply another public assembly facility. It is a historic civic landmark. VenuWorks has substantial experience managing that same responsibility—modernizing facilities sufficiently to remain competitive while protecting the architecture, character and community significance that make them irreplaceable.

At the **Paramount Theatre in Cedar Rapids**, VenuWorks helped preserve and restore the historic theatre following catastrophic flooding, securing **historic tax credits** and **coordinating a major renovation**. The subsequent $32 million redevelopment of the theatre and adjoining venue complex included work with FEMA and insurance providers while upgrading the Paramount to accommodate Broadway-caliber productions.

At **Rialto Square Theatre in Joliet**, one of VenuWorks' earliest priorities after assuming management was addressing years of deferred maintenance. Major projects have included a **$5 million roof and masonry replacement, $1 million restroom renovation and comprehensive $8.5 million HVAC replacement**, funded through a combination of grants, fundraising and venue resources. The financial turnaround of the Rialto ultimately enabled City operating support previously used for a
subsidy to be redirected toward capital improvements.





At Davenport's **Adler Theatre**, VenuWorks worked with the City to expand the stage by approximately 15 feet and upgrade backstage areas, sound, lighting and rigging to accommodate larger Broadway productions. More recently, projects have included a multi-phase **$6.7 million HVAC replacement** and box-office systems and aesthetic improvements.

At the historic **Victory Theatre in Evansville**, VenuWorks combined modernization with historic preservation, including fundraising more than **$200,000** and obtaining State of Indiana grant support to recreate the theatre's century old marquee.



And at the **North Shore Center for the Performing Arts**, VenuWorks has worked with community partners and the venue foundation to complete a $250,000 entrance renovation while upgrading communications, theatrical lighting and audio-monitoring systems to strengthen the venue's production capability.

For each project, the question is not simply "*What should we replace?"* but:
What protects life safety and reliability? What preserves the City's existing asset? What improves the guest and user experience? What reduces recurring operating cost? What makes the building more competitive? And what investment can unlock additional revenue?

That philosophy is directly relevant to the Great Falls Civic Center. The City's Strategic Business Planning Study has already identified HVAC, audio-visual systems, theatrical lighting, meeting-space functionality and concessions among the areas affecting the facilities' competitiveness.

VenuWorks would use that work as the starting point—not replace it—and help the City translate those recommendations into a prioritized, realistic and financially responsible capital program tied directly to operational performance, marketability, safety, accessibility and revenue potential.

f) Provide a list of facilities owned by public entities that your organization currently manages or has managed which include conference centers, event venues, and/or performing arts centers.

CITY	STATE	VENUE (S)
ASHLAND	KY	PARAMOUNT THEATRE OF ASHLAND
BIRMINGHAM	AL	FAMILY ENTERTAINMENT CENTER
BURNSVILLE	MN	AMES CENTER
CEDAR RAPIDS	IA	ALLIANT ENERGY POWERHOUSE, PARAMOUNT THEATRE, IMON ICE ARENA, MCGRATH AMPHITHEATER
CHESAPEAKE	VA	CHESAPEAKE CONFERENCE CENTER
DAVENPORT	IA	ADLER THEATRE, RIVERCENTER
DODGE CITY	KS	UNITED WIRELESS ARENA
EVANSVILLE	IN	FORD CENTER, VICTORY THEATRE, OLD NATIONAL EVENTS PLAZA
FORT PIERCE	FL	SUNRISE THEATRE
FRESNO	CA	FRESNO CONVENTION & ENTERTAINMENT CENTER
GRAND ISLAND	NE	BIGIRON EVENTS CENTER
JACKSONVILLE	NC	UPTOWN JACKSONVILLE SPORTS & ENTERTAINMENT COMPLEX
JEFFERSON CITY	MO	CAPITAL REGION MU HEALTHCARE AMPHITHEATER
JOLIET	IL	RIALTO SQUARE THEATRE
KENNEWICK	WA	THREE RIVERS CONVENTION CENTER, TOYOTA ARENA, TOYOTA CENTER
OTTUMWA	IA	BRIDGE VIEW CENTER
PADUCAH	KY	PADUCAH MCCRACKEN COUNTY CONVENTION & EXPO CENTER
PELHAM	AL	PELHAM CIVIC COMPLEX & ICE ARENA
ROCHESTER	NY	BLUE CROSS ARENA
SKOKIE	IL	NORTH SHORE CENTER FOR THE PERFORMING ARTS
TOPEKA	KS	TOPEKA PERFORMING ARTS CENTER
VICKSBURG	MS	VICKSBURG CONVENTION CENTER

g) Please describe your experience with maintaining public access while improving the financial performance of the venues you have operated.

VenuWorks understands that improving the financial performance of the Mansfield Theater and Convention Center cannot come at the expense of the Civic Center's equally important role as a working public building. The Great Falls Civic Center houses City government offices, court functions and other municipal services that must remain accessible to residents and employees even as event activity increases.

For VenuWorks, the objective is therefore not simply to book more events. It is to increase utilization of the revenue-producing venue spaces while maintaining safe, convenient and uninterrupted access to the governmental functions that share the building. Our experience managing publicly owned facilities has taught us that these objectives can coexist successfully when operations are deliberately coordinated.

Protecting Daily Government Operations

Before aggressively expanding the event calendar, VenuWorks would work with the City to clearly identify: *City business hours and public-access requirements; government priority dates and recurring meetings; court schedules and other sensitive activities; shared entrances, corridors and common areas; employee and public parking requirements; security zones and restricted areas; and periods when event activity could interfere with essential government functions*. Those requirements would become part of the venue's booking framework rather than being addressed only after an event has been contracted. A potential convention, performance or private event would therefore be evaluated not only for its revenue potential, but also for its operational impact on the rest of the Civic Center.

One Coordinated Master Calendar

A critical tool will be a single coordinated master calendar encompassing both event activity and significant municipal use. The VenuWorks Executive Director would maintain regular communication with the City Manager's Office and affected departments so that potential conflicts are identified well in advance.

The goal is to move from reactive conflict resolution to proactive calendar management.
For example, before confirming an event with significant daytime attendance, VenuWorks would understand whether the same period includes:

- a City Commission meeting
- court activity
- public hearings
- major City meetings
- unusually high public traffic
- maintenance work
- restricted parking needs
- another activity affecting shared portions of the building.

Growing Bookings Without Restricting Public Access

There is an important difference between event space and public building access. VenuWorks can increase utilization of the Mansfield Theater, Convention Center and rentable meeting spaces without turning the entire Civic Center into an event-only environment. Where practical, event operations would be organized so that attendees are directed to the entrances, corridors, elevators, restrooms and parking areas most appropriate to the event, while government visitors continue to have clear and convenient access to municipal services.

Wayfinding, temporary signage, event staffing and advance communications can help separate the two customer journeys:
"I am attending an event."
and
"I am here to conduct City business."
That distinction becomes increasingly important as bookings grow.

Security and Access Management

More events also mean more people entering the building, so increased utilization must be accompanied by stronger access management. The intent is not to make the Civic Center less accessible. It is to ensure that the right people can easily access the right areas of the building at the right times.

VenuWorks would work with the City and appropriate public-safety personnel to establish protocols covering:

- event entrances versus government entrances;
- public versus restricted areas;
- credentialed backstage and production access;
- crowd management;
- screening requirements where appropriate;
- after-hours building access;
- contractor and vendor access;
- loading and unloading; and
- emergency access.

Managing Shared Parking and Arrival Patterns

A larger event calendar will also place greater pressure on parking and circulation. VenuWorks would evaluate parking requirements during the booking process and coordinate major event arrival and departure periods around known City needs whenever possible. This reduces conflicts while improving both the event guest experience and everyday Civic Center access.

For higher-attendance events, advance patron communications could identify:

- recommended parking;
- event entrances;
- accessible parking;
- drop-off locations;
- loading restrictions;
- areas reserved for City employees or government visitors.

Scheduling Around the Building — Not Against It

Professional venue management also means recognizing that not every date or time is equally suitable for every kind of event. A large trade show loading into the Convention Center at 9:00 a.m. on a heavy court or government-business day may create unnecessary conflict. The same event loading in after business hours or using a different access point may create virtually none.

VenuWorks would therefore use operational flexibility as a booking tool—working with clients on load-in times, rehearsal schedules, room access, delivery windows and event hours where necessary to preserve normal Civic Center operations. This allows more bookings to occur rather than simply rejecting business because another part of the building is active.

Using Underutilized Inventory More Productively

The financial opportunity identified by the City's Strategic Business Planning Study is significant because the Mansfield Theater and Convention Center have substantial unused capacity. The opportunity is therefore to activate currently unused event inventory, not to expand commercial activity indiscriminately into areas needed for government operations.

Greater theatre utilization, additional conferences and meetings, private events, touring entertainment, community programming and selective presenting can all generate additional rental, ticketing, food and beverage, equipment and ancillary revenue while the governmental portions of the Civic Center continue serving their existing purpose.

This is the fundamental operating model VenuWorks would pursue:

More activity in the venue spaces without diminishing access to the public spaces.

Clear Separation of Responsibilities

Because VenuWorks would not have exclusive operational control of the entire Civic Center, responsibilities between the operator and the City would need to be clearly defined.

We would develop written procedures identifying responsibility for the following and establish an escalation process for situations in which event and government needs conflict.

- *event spaces*
- *shared spaces*
- *custodial services*
- *maintenance*
- *security*
- *parking*
- *public entrances*
- *loading areas*
- *utilities*
- *after-hours access*
- *emergency response*

VenuWorks' approach is to make the Mansfield Theater and Convention Center work harder financially while allowing the Civic Center to continue working effectively as the seat of City government.

Greater event utilization should not mean reduced access to City services, congestion throughout the building or recurring conflicts between event patrons and government users. Through coordinated scheduling, clearly defined access routes, proactive security and parking planning, shared-space protocols and continual communication with City departments, VenuWorks can expand the revenue-generating use of the Civic Center's event spaces while maintaining the convenient public access expected of a municipal building. In this way, financial improvement comes from activating underutilized venue inventory and developing more business—not from compromising the Civic Center's governmental function.

h) Provide a list of additional conference centers. and performing arts centers where your firm delivers full-service management, including facility name, location, and seating or event capacity.



ASHLAND, KY
ASHLAND CONFERENCE CENTER
IN DEVELOPMENT



CHANHASSEN, MN
CHANHASSEN DINNER THEATRES
CARVER ROOMS
3,000 SF



CHANHASSEN, MN
CHANHASSEN DINNER THEATRES
THE CLUB
175 RECEPTION SEATS



CHESAPEAKE, VA
CHESAPEAKE CONFERENCE CENTER
39,000 SF



DAVENPORT, IA
RIVERCENTER
100,000 SF



DODGE CITY, KS
BOOT HILL CASINO & RESORT CONFERENCE CENTER
37,000 SF



EVANSVILLE, IN
OLD NATIONAL EVENTS PLAZA
95,000 SF



FRESNO, CA
FRESNO CONVENTION CENTER
66,000 SF



FRESNO, CA
VALDEZ HALL
32,000 SF



FORT PIERCE, FL
SUNRISE THEATRE
BLACK BOX EVENT SPACE
200 SEATS



GRAND ISLAND, NE
BIG IRON EVENTS CENTER
BOSSELMAN CONFERENCE CENTER
38,000 SF



JACKONSVILLE, NC
ONE CITY CENTER
CONFERENCE CENTER
(IN DEVELOPMENT)
12,477 SF



JOLIET, IL
RIALTO SQUARE THEATRE
ROTUNDA
400 RECEPTION SEATS



KENNEWICK, WA
THREE RIVERS CONVENTION CENTER
75,000 SF
115,000 SF ADDITION IS UNDER CONSTRUCTION



OTTUMWA, IA
BRIDGE VIEW CENTER
92,000 SF



PADUCAH, KY
PADUCAH-MCCRACKEN COUNTY CONVENTION & EXPO CENTER
110,000 SF



PELHAM, AL
PELHAM CIVIC COMPLEX & ICE ARENA
BANQUET HALL
37,000 SF



TOPEKA, KS
TOPEKA PERFORMING ARTS CENTER
HILL'S FESTIVAL HALL
6,500 SF



VICKSBURG, MS
VICKSBURG CONVENTION CENTER
50,000 SF



ASHLAND, KY
PARAMOUNT THEATER OF ASHLAND
1417 SEATS



BURNSVILLE, MN
AMES CENTER
MASQUERADE DANCE THEATER
1,014 SEATS



BURNSVILLE, MN
AMES CENTER
BLACK BOX THEATER
150 SEATS



CEDAR RAPIDS, IA
PARAMOUNT THEATRE
1,690 SEATS



CHANHASSEN, MN
CHANHASSEN DINNER THEATRES
FIRESIDE THEATRE
236 SEATS



CHANHASSEN, MN
CHANHASSEN DINNER THEATRES
MAIN STAGE THEATRE
575 SEATS



CHANHASSEN, MN
CHANHASSEN DINNER THEATRES
PLAYHOUSE THEATRE
126 SEATS



DAVENPORT, IA
ADLER THEATRE
2,411 SEATS



DES MOINES, IA
INGERSOLL THEATRE
225 SEATS



EVANSVILLE, IN
OLD NATIONAL EVENTS PLAZA
AIKEN THEATRE
2,500 SEATS



EVANSVILLE, IN
VICTORY THEATRE
1,950 SEATS



FORT PIERCE, FL
SUNRISE THEATRE
1,227 SEATS



FRESNO, CA
SAROYAN THEATRE
2,359 SEATS



JOLIET, IL
RIALTO SQUARE THEATRE
1,966 SEATS



KENNEWICK, WA
RETTER & COMPANY THEATRE
2,100 SEATS



OTTUMWA, IA
BRIDGE VIEW CENTER
THEATRE
654 SEATS



SKOKIE, IL
NORTH SHORE CENTER FOR THE PERFORMING ARTS
NORTH THEATRE
318 SEATS



SKOKIE, IL
NORTH SHORE CENTER FOR THE PERFORMING ARTS
CENTER THEATRE
867 SEATS



TOPEKA, KS
TOPEKA PERFORMING ARTS CENTER
2,417 SEATS



TOPEKA, KS
TOPEKA PERFORMING ARTS CENTER
BLACKBOX THEATER
80 SEATS

i) Describe your familiarity with the Great Falls regional market, including any relevant experience, partnerships, or operational insights related to this geographic area.

VenuWorks has developed a strong understanding of the Great Falls regional market through the pre-proposal site visit, detailed review of the City's Strategic Business Planning Study, analysis of the Civic Center's existing operations and programming, and evaluation of the region's entertainment, tourism, convention, business and community landscape.

Just as importantly, Great Falls is exactly the type of community in which VenuWorks has built its business and established many of its strongest municipal partnerships. We specialize in managing publicly owned venues in secondary and tertiary markets, working side-by-side with cities, counties and municipalities across the United States. These markets require a different operating approach than major metropolitan areas: strong community relationships, regional rather than purely local event recruitment, disciplined financial stewardship, flexible programming, community accessibility and the ability to leverage national industry relationships on behalf of a local public asset. That is squarely within VenuWorks' wheelhouse.

We understand that the Great Falls Civic Center occupies an unusually important position in the community. It is simultaneously a historic civic landmark, home to the Mansfield Theater and Convention Center, a gathering place for residents and cultural organizations, and an active center of municipal government. The City's research reinforces both the affection Great Falls has for the facility and the opportunity ahead: stakeholders see the Civic Center as a cultural cornerstone but also identify underutilization, communication challenges, rigid pricing, demand for more proactive programming and significant untapped potential in partnerships with tourism, downtown businesses, arts organizations and regional groups.

Understanding the Great Falls Partnership Network

Our market approach begins with the organizations and people already invested in Great Falls. The City's study engaged a remarkably broad cross-section of the community, including representatives of the *Great Falls Chamber of Commerce, Mansfield Theater Advisory Board, Great Falls Public Schools, Downtown Great Falls Association, tourism organizations, Great Falls Symphony Association, Great Falls Theatre Company, Community Concert Association*, *local businesses* and *Montana Performing Arts Consortium*, in addition to City leadership and departments.

These are precisely the relationships VenuWorks would prioritize in establishing the next chapter of the Civic Center:

- **Visit Great Falls / Tourism Business Improvement District** — regional meeting recruitment, visitor marketing, destination packaging and event promotion.
- **Downtown Great Falls Association** — downtown activation, business cross-promotion and connecting Civic Center events with restaurants, retail and nightlife.
- **Great Falls Chamber of Commerce and economic-development partners** — corporate relationships, business events, sponsorship and community-development opportunities.
- **Great Falls Symphony, Community Concerts, Great Falls Theatre Company, dance organizations and other cultural users** — calendar planning, audience development, programming partnerships and protection of the Civic Center's cultural mission.

- **Great Falls Public Schools and educational partners** — student performances, educational programming, internships and workforce-development opportunities.
- **Hotels, restaurants and hospitality partners** — convention recruitment, visitor packages, promoter hospitality and maximizing the local economic impact of events.
- **Montana Performing Arts Consortium and regional arts networks** — performing arts recruitment, routing opportunities and industry connectivity.

We describe these as relationships we intend to cultivate and strengthen, rather than suggesting formal partnerships already exist where they do not.

A Regional Market, Not Simply a Local One

Great Falls itself provides the Civic Center with an important resident base, but the facility's potential market extends well beyond the city limits. The City's research demonstrates that Civic Center users already come from surrounding Montana communities and beyond, with survey respondents reaching into neighboring states and Canada.

The Strategic Business Planning Study's use of 30-, 90- and 180-minute market areas is particularly relevant to VenuWorks' approach. Different events have different draw potential. A community production or local meeting may rely primarily on the immediate Great Falls audience, while Broadway, concerts, comedy, family entertainment, dance competitions, specialty events and selected conferences may justify marketing throughout a substantially larger regional footprint.

This is a familiar operating environment for VenuWorks. Many of our venues succeed in tertiary markets precisely because we understand how to aggregate regional demand—combining the local audience with surrounding communities to create a market large enough to support programming that might not otherwise route through the city.

National Resources Applied to a Tertiary Market

Our national resources become particularly valuable in a market such as Great Falls.
VenuWorks maintains relationships with national and regional promoters, booking agents, producers, presenters and entertainment buyers and participates in industry forums including IEBA, APAP, Pollstar Live and Venue Connect. Rather than treating Great Falls as an isolated booking destination, our programming team can evaluate the Mansfield as part of a broader Montana, Mountain West and regional touring route, looking for opportunities to connect Great Falls with compatible dates in surrounding markets.

Our national relationship with Nederlander, along with VenuWorks' experience presenting Broadway and touring theatre at venues including the Paramount Theatre in Cedar Rapids, Adler Theatre in Davenport, Victory Theatre in Evansville and Saroyan Theatre in Fresno, provides another avenue for bringing high-quality theatrical programming to markets that may not traditionally be considered independently by major tours.

The same principle applies to meetings and conventions. VenuWorks would focus on the regional association, government, corporate, educational and nonprofit business that fits the Convention Center's scale rather than attempting to compete indiscriminately for major national conventions.

Operational Insight Specific to Great Falls

Our review has also identified several characteristics of Great Falls that will directly influence our management approach.

- **Relationships come first.** The City's research makes clear that increasing utilization must be accompanied by rebuilding trust, improving communication and protecting important long-term community relationships.
- **Municipal operations must remain protected.** Because the Civic Center also houses City government and other public functions, commercial event growth must be coordinated around government access, security, parking, maintenance and shared-space requirements.
- **The Mansfield and Convention Center require different business-development strategies.** The Mansfield offers an opportunity for regional entertainment, Broadway, comedy, family programming and performing arts, while the Convention Center can grow through meetings, private events, banquets, nonprofit gatherings and regional association business.
- **Downtown impact matters.** Increased Civic Center activity creates value for hotels, restaurants, retailers and downtown businesses, making tourism and business partnerships an integral component of the operating strategy rather than simply a marketing initiative.

Why VenuWorks Is a Natural Fit for Great Falls

VenuWorks does not bring a major-market template into a community and expect that community to adapt to it. Our management model was built around communities like Great Falls.

We combine locally accountable leadership with the resources of a national venue-management organization. The local Executive Director becomes part of the community and works directly with City leadership, users, businesses and civic organizations, while VenuWorks provides national programming relationships, corporate marketing support, sponsorship expertise, financial systems, operational resources and industry intelligence behind that local team.

That combination—local relationships, municipal partnership and community sensitivity supported by national resources—is exactly what a tertiary market such as Great Falls requires. Great Falls is therefore not simply a market VenuWorks has studied for this proposal. It represents the kind of public-private partnership, facility mix and regional market in which VenuWorks specializes and where our operating model is most effective.

Why Choose VenuWorks

National Scale. Local Accountability. Meaningful Support .

Management fees paid to VenuWorks support far more than day-to-day operations. They give our venues access to national buying power, expert staffing resources, specialized training, safety oversight, ticketing technology, financial controls, and a nationwide event network that helps protect public assets while improving venue performance.

4,000+ Employees Nationwide
Scale that lowers costs and strengthens benefits

Ticketmaster National Partnership
Technology, analytics and tools at no cost to the City

Risk Management
Insurance leverage, claims support and inspections

National Booking Network
Concerts, sports, and conference opportunities shared across the portfolio

PEOPLE, BENEFITS & STAFFING

- More than 4,000 staff nationwide creates buying power for lower healthcare premiums.
- Employees receive robust benefits, ESOP participation at no cost, and a traditional 401(k).
- Savings achieved through pooled purchases are passed directly to clients.
- TeamWork Online partnership helps attract qualified professional staff to the venue.
- Corporate staff can step in remotely or in person if vacancies or turnover occur.

TICKETING, MARKETING & EVENT DEVELOPMENT

- Ticketmaster provides ticketing software, printers and scanners for the venue at no cost to the City.
- Marketing resources and audience analytics help staff understand ticket buyers and campaign performance.
- VenuWorks provides best practices and training in show marketing, websites, brand development, and ticket sales strategy.
- City benefits from the VenuWorks booking network and event research support.
- Corporate staff help evaluate the best financial opportunities for content acquisition.

RISK MANAGEMENT, SAFETY & COMPLIANCE

- Holmes-Murphy partnership helps reduce general liability premiums and speeds claims service.
- Clients benefit from an added liability shield against patron and employee claims.
- Onsite risk mitigation inspections include an OSHA-certified inspector at no cost to clients.
- The VenuSafe program provides best practices and ongoing OSHA / NFPA compliance training.
- Food & Beverage leadership supports training in safety and responsible alcohol service.

OVERSIGHT, PURCHASING & CORPORATE SUPPORT

- Regional Vice Presidents with decades of experience conduct onsite visits, audits, and goal-setting.
- Volume purchasing programs help the venue buy supplies and inventory at discounted pricing.
- Networked financial software supports GAAP compliance, timely reporting, and transparency.
- Corporate staff provide templates, agreement review, and contract support to protect the City.
- Corporate support is available whenever operational challenges arise.

THE VENUWORKS ADVANTAGE

- ✓ Broader expertise than a stand-alone local operation
- ✓ Stronger buying power and technology resources
- ✓ Improved recruiting, training, and continuity
- ✓ Better ticketing, marketing, and booking capabilities
- ✓ Stronger financial controls and contract review
- ✓ National event opportunities and market intelligence access
- ✓ Direct support when staffing or operational challenges arise
- ✓ A management model focused on transparency, stewardship, and results

j) Identify any management or operational contracts held by your organization that have been terminated within the past 10 years and briefly explain the circumstances surrounding those terminations.

Burlington, IA — 2017: VenuWorks exercised early termination because recurrent flooding materially affected programming and operations.

Bloomington, IL — 2020: City terminated citing force majeure during COVID-19.

Bemidji, MN — 2022: VenuWorks exercised its contractual termination option rather than agree to operating expectations it considered unrealistic shortly after a renewal.

Thief River Falls, MN — 2024: following a dispute regarding a requested exclusive promoter relationship that conflicted with VenuWorks policy, the City subsequently rebid the agreement and selected another manager.

VenuWorks recognizes that successful venue marketing begins well before an advertisement is placed or a show goes on sale. Programming, business development, sales, marketing, sponsorship, audience development and customer service are interconnected parts of the same revenue-development strategy. A stronger calendar creates something to sell; proactive sales convert available inventory into booked business; strategic marketing drives attendance; partnerships expand reach; and sponsorship, food and beverage, ticketing and other ancillary revenue increase the financial value of that activity.

Our approach to the Great Falls Civic Center will be built around three fundamental objectives:
Generate More Activity — proactively recruit and develop events rather than relying primarily on incoming rental inquiries.
Build More Audiences — introduce programming residents want, communicate more effectively and deliberately reach new local and regional audiences.
Generate More Value From Every Event — grow rentals, ticket sales, sponsorship, food and beverage, equipment, premium experiences and other earned revenue without compromising the Civic Center's public mission.

The City's Strategic Business Planning Study validates the need for this shift. It found that Civic Center marketing is currently largely reactive; regional and tourism partnerships are inconsistently leveraged; promotion is fragmented; data is underutilized; and proactive business development has not kept pace with the potential of the facilities. At the same time, the study identifies enough available calendar inventory to potentially add 100–150 rental days, an existing regional ticket-buying audience, and substantial opportunities to strengthen tourism, downtown, arts and regional partnerships. VenuWorks will provide the people, systems, industry relationships and operating discipline to convert that opportunity into measurable results.

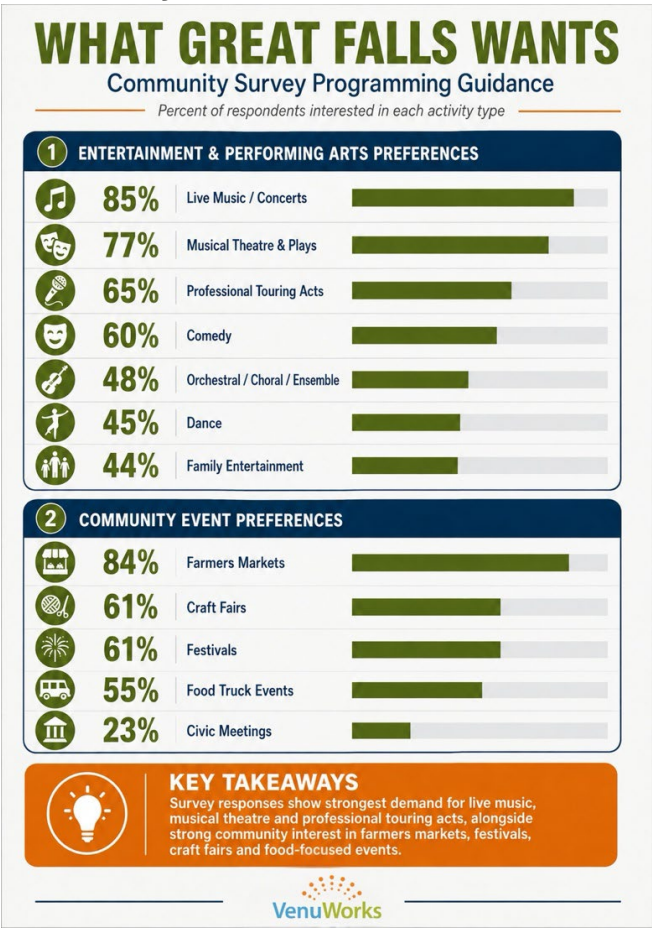
a) Provide a narrative describing the proposer's overall programming vision, including the anticipated mix of events such as conferences and meetings, presenting engagements, co-productions, and community programming, as well as your approach to local community users and legacy partners and your plan for plan for regional and national event recruitment. The narrative should also explain the approach to securing programming and coordinating with the relevant City departments.

A Balanced Calendar Built for Great Falls
VenuWorks' programming philosophy is centered on events. Events are the lifeblood of every successful performing arts, convention and public assembly facility, driving attendance, revenue, community engagement and economic activity. Our objective for the Great Falls Civic Center will be to create a diverse, active calendar that balances artistic, educational, commercial and community programming while recognizing that the Mansfield Theater and Convention Center serve different, but complementary, markets. Our programming vision begins with a straightforward principle: *Protect the calendar that matters to Great Falls while expanding the calendar that is currently unused*.

The existing Great Falls Symphony, Community Concerts, Great Falls Theatre Company, dance organizations, schools, nonprofit organizations, civic groups and other long-standing users are not obstacles to increased utilization; they are the foundation upon which a stronger programming calendar can be built. VenuWorks will work to strengthen those relationships and grow their audiences while simultaneously developing new commercial rentals, meetings and conferences, touring entertainment, private events, community programming, co-productions and selectively presented attractions.

This approach closely aligns with the City's own Strategic Business Planning Study, which recommends that the Mansfield Theater evolve from a predominantly rental-driven facility into a balanced programming ecosystem incorporating rentals, local arts partnerships, shared-risk co-productions and selective presenting. The study similarly recommends moving the Convention Center from a passive, availability-driven rental model toward a diversified calendar balancing community use, private events, meetings and conferences, and support for Mansfield Theater activity. The result will be one coordinated Civic Center programming strategy with multiple sources of activity and revenue rather than dependence on any single event category.

Programming Informed by What Great Falls Has Already Told Us



VenuWorks will not arrive in Great Falls with a generic programming calendar developed for another market. The City has already completed unusually valuable audience and stakeholder research, and that information will become an important starting point for our programming decisions.

The community survey of 1,080 respondents demonstrated particularly strong interest in live music and concerts, musical theatre and plays, professional touring acts and comedy, with additional demand for orchestral and choral programming, dance and family entertainment. Specifically, 85% expressed interest in live music/concerts, 77% in musical theatre and plays, 65% in professional touring acts and 60% in comedy. Family entertainment still attracted 44% despite the survey sample skewing toward older respondents. The same research identified significant interest in community-oriented programming, including farmers markets, craft fairs, festivals and food-truck events

Stakeholder interviews reinforce those findings. Participants expressed a desire for more proactive programming encompassing touring entertainment, family events, festivals, film, speakers, co-productions and culturally relevant community programming, while also emphasizing the importance of preserving the Civic Center's role as a cultural cornerstone of Great Falls.

VenuWorks will combine that research with historical Mansfield ticket sales, event attendance, Ticketmaster customer data, rental history, demographic information, competitive programming, promoter intelligence and ongoing customer feedback. This allows programming decisions to be based on demonstrated local demand and real market intelligence rather than intuition alone.

Mansfield Theater: From Rental House to Hybrid Programming Venue

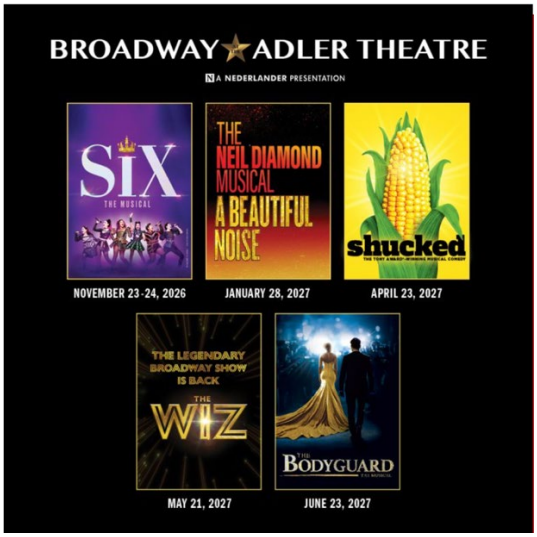
Rentals will remain an important and relatively low-risk component of the Mansfield Theater calendar. VenuWorks will actively market the venue to promoters, producers, touring companies, dance competitions, regional organizations and other commercial renters while improving the booking experience and positioning the Mansfield as a professional, promoter-friendly theatre.

Rental activity alone will not achieve the City's objectives. VenuWorks proposes a hybrid programming model in which rental activity is complemented by local partnerships, co-productions and selective VenuWorks-presented programming. That approach gives us multiple tools for securing desirable entertainment rather than waiting for promoters to independently decide to rent the facility.

Presenting Engagements

VenuWorks has extensive experience presenting professional touring entertainment in theatres and performing arts centers. Our in-house promoter division VenuWorks Presents, combined with our programming team work with major talent agencies, producers and promoters throughout the country and secures hundreds of concerts and entertainment attractions annually for VenuWorks-managed facilities. For the Mansfield, presenting opportunities would initially focus on programming with demonstrated Great Falls or comparable-market demand, including concerts, comedy, Broadway and touring theatrical productions, family entertainment, dance, culturally relevant programming, speakers and selected specialty attractions.

The Strategic Business Planning Study provides particularly useful guidance. It identifies an initial artist/show-fee range of approximately $20,000–$40,000 as compatible with the Mansfield's 1,520-seat capacity and the need to maintain workable ticket pricing. It also identifies Broadway, dance and touring theatricals as established audience categories while recommending that new programming be developed gradually as VenuWorks learns how different content performs in the market. We view those figures as useful planning benchmarks rather than rigid booking limits. Each opportunity will be evaluated based upon the artist, routing, ticket scale, existing demand, production requirements, event costs and realistic revenue potential.



Broadway & Touring Theatrical Programming

Broadway can be an especially important component of the Mansfield Theater's future programming strategy. VenuWorks maintains a national partnership with Nederlander, one of the country's leading producers and presenters of live theatrical entertainment. Through this relationship, combined with our direct relationships with touring producers, booking agencies and regional promoters, VenuWorks has access to Broadway touring product and routing opportunities that can help bring productions to markets that might not traditionally be considered independently by major tours.

This is particularly relevant to Great Falls. A 1,520-seat theatre in a smaller regional market cannot approach Broadway booking in the same way as a major metropolitan performing arts center. Success depends upon understanding touring routes, identifying compatible dates in surrounding markets, developing relationships with producers, managing production requirements and creating deal structures that allow a show to make financial sense for both the touring company and the venue. VenuWorks brings that infrastructure and those relationships to the Mansfield from day one.

Broadway programming is already an established component of the VenuWorks portfolio. Successful Broadway series are presented at several of our performing arts venues, including the Paramount Theatre in Cedar Rapids, Adler Theatre in Davenport and Victory Theatre in Evansville, as well as at the Saroyan Theatre within the VenuWorks-managed Fresno Convention & Entertainment Center complex. At the Adler Theatre, for example, VenuWorks has developed a six-show Broadway subscriber series with nearly 1,000 subscribers, supported by complementary experiences including the Broadway Club and pre-show dining. The value of the series extends well beyond individual ticket sales: it creates recurring visitation, builds a dependable subscriber base, generates food and beverage revenue, provides sponsorship opportunities and establishes an ongoing relationship between audiences and the theatre.

That experience provides a proven model for Great Falls. Rather than approaching Broadway as a series of isolated bookings, VenuWorks would evaluate the potential to build a sustainable recurring theatrical program for the Mansfield—beginning at a scale appropriate to demonstrated market demand and expanding as audiences develop. The City's own research supports that opportunity. Musical theatre and plays ranked second among all live-programming preferences, with 77% of surveyed respondents expressing interest, while the Strategic Business Planning Study identified Broadway and touring theatricals among the categories most likely to perform well based on historical audience behavior.

VenuWorks would combine that demonstrated demand with our Nederlander relationship, national booking network and regional routing strategy to determine the appropriate Broadway model for Great Falls. That could include individual touring engagements initially, progressing toward a curated multi-show series and subscriber program as the market demonstrates its capacity. Our objective would not simply be to bring Broadway to Great Falls. It would be to build Broadway into a dependable recurring component of the Mansfield Theater calendar—creating audiences, revenue and anticipation from season to season.

Co-Productions: Expanding Content While Managing Risk

Not every desirable event needs to be either a straight rental or a full VenuWorks presentation. Co-productions provide an important middle ground, allowing the venue and promoter or producer to share both risk and upside.

VenuWorks routinely evaluates several deal structures. Depending upon the opportunity, these may include percentage deals, limited-risk upside co-promotions or traditional shared-risk arrangements in which the venue and promoter participate in both revenue and loss. Before VenuWorks recommends assuming financial risk on behalf of the Civic Center, the event will undergo a formal Event Risk Assessment. That analysis will consider the artist or production guarantee, historic ticket sales, comparable-market performance, ticket pricing, realistic paid attendance, marketing, production and labor expense, ticketing revenue, food and beverage, merchandise and other ancillary revenue, break-even attendance and maximum downside exposure.

The objective is not simply to put more shows on the calendar. It is to identify appropriate calculated risk where the programming, community benefit and financial opportunity justify it. All proposed presenting and co-production activity will be transparent to the City, including deal structure and financial assumptions.

Conferences, Meetings and Convention Center Business

The Convention Center requires a different but equally proactive programming strategy.
VenuWorks will build four complementary business lines around the space: meetings and conferences, private and corporate events, community programming, and activity that complements Mansfield Theater events.

Regional meetings and conferences represent a particularly important growth opportunity. Tourism research cited in the City's study found that 26.8% of travelers to Great Falls are associated with groups, meetings or conferences, while only 11% of group meetings require space for more than 500 attendees. That points directly toward a substantial small- and mid-sized meeting market for which the Convention Center can compete. VenuWorks will work closely with *Visit Great Falls*, the *Tourism Business Improvement District*, *Great Falls Development Alliance*, local hotels and statewide association and economic-development partners to prospect regional association, corporate, government, nonprofit and educational business, with the underlying message that identifies Great Falls' affordability, location and access to regional leisure experiences as assets in attracting meetings and conferences. We will also leverage VenuWorks industry connections and presence at tradeshows and networking opportunities to bring national events to the Civic Center.

Regional and National Recruitment Approach

- National Promoter/Agent Relationships
- Routing Across VenuWorks Venues
- Direct Agent/Promoter Calls
- APAP/IEBA/Pollstar/Venue Connect
- Visit Great Falls Sales Partnerships
- Montana And Regional Association Business
- Former-User Win-Back Campaigns
- Direct Outbound Sales Campaigns

We will also actively market the Convention Center for weddings, galas, fundraisers, corporate celebrations and other private events, supported by packaged pricing, improved food and beverage, professional event services and preferred vendor relationships. We successfully operate this model in our other venues such as the RiverCenter in Davenport, Chesapeake Conference Center, Paducah and Vicksburg Convention Centers.

Just as importantly, VenuWorks will program the Civic Center as a complex rather than two isolated venues. A Mansfield performance may create opportunities for VIP receptions, pre-show dining, sponsor hospitality or post-show gatherings in the Convention Center. Conferences may incorporate theatre performances or entertainment into their programs. Combining the assets can make Great Falls more attractive to both promoters and meeting planners.

Community Programming and Home-Grown Events

Programming the Civic Center also means creating activity rather than simply purchasing or renting it. Across the VenuWorks portfolio, our local teams develop home-grown events specifically designed to fill open dates, generate incremental revenue and respond to community interests. Examples include the Three Rivers Tattoo Convention and Three Rivers Wine Festival in Kennewick; Bourbon, Bacon & Brews concepts in multiple VenuWorks communities; the Princess Ball in Chesapeake; Family Fest programs; Lunch with the Chef events; markets; festivals; food-focused programming; holiday events and other recurring locally developed concepts.

This approach is particularly appropriate for Great Falls given the community survey's strong interest in farmers markets, craft fairs, festivals and food-truck events. These events serve several purposes simultaneously. They create productive use of otherwise dark dates, attract people who may not traditionally attend theatre or convention activity, generate sponsorship and food-and-beverage opportunities, strengthen community relationships and have the potential to become recurring annual events that develop their own identity and audience.

We would also pursue educational programming. VenuWorks-managed performing arts venues have longstanding relationships with schools and youth audiences. At North Shore Center for the Performing Arts, Youtheatre serves approximately 8,000 school-aged children annually, including underserved students receiving low-cost or complimentary access. At Davenport's Adler Theatre, special Symphony Day performances recently introduced approximately 7,000 schoolchildren to classical music. These types of initiatives demonstrate how programming can simultaneously serve audience development, education and community mission.

Local Community Users and Legacy Partners

One of VenuWorks' first programming priorities will be to listen to the organizations that already know and use the Civic Center. Within the first 90 days, we will meet directly with existing and former Civic Center users, including arts organizations, schools, dance organizations, nonprofits and recurring community partners. We will seek to understand their annual calendars, operational challenges, technical needs, pricing concerns, audience-development goals and reasons some former users may have reduced or discontinued their use.

Our objective is for these organizations to view VenuWorks as a programming and marketing partner rather than simply their landlord. Where appropriate, VenuWorks will work with the City to develop a Resident or Preferred Partner model providing established cultural organizations with greater scheduling predictability, coordinated planning, appropriate pricing structures, technical support and marketing collaboration. The City's study specifically recommends such an approach to strengthen long-term arts relationships and stabilize baseline theatre utilization.

Whenever possible, legacy and recurring community dates will be identified early in the planning cycle. Once those important commitments are established, VenuWorks can aggressively pursue new programming around them. Our objective is to grow the calendar—not displace the community calendar that already exists.

Regional and National Event Recruitment

Great Falls cannot depend exclusively upon events originating locally. VenuWorks brings an established national booking infrastructure and industry relationships developed across decades of managing performing arts and entertainment venues. Our programming team maintains ongoing relationships with major talent agencies, producers, presenters and national and regional promoters and regularly participates in industry forums including IEBA, APAP, Pollstar Live and IAVM VenueConnect, further supplemented by direct meetings with agents and promoters in major entertainment markets.



Those relationships allow VenuWorks to continually place the Mansfield in front of decision-makers determining tour routes. Regional routing will be especially important. Great Falls must be sold not as an isolated engagement but as a logical part of a broader Montana and regional touring route. We will actively explore opportunities to coordinate with markets such as Billings, Helena, Missoula and other compatible regional venues, as well as VenuWorks and promoter relationships outside Montana where they help create viable consecutive dates.

Industry feedback collected during the City's study specifically identifies regional routing and becoming more promoter friendly as important opportunities for rebuilding Mansfield programming. VenuWorks is particularly well positioned to address that need. Over decades of operating live entertainment venues, we have built strong, trusted relationships with national and regional promoters, agents, producers and touring professionals, supported by a reputation for transparency, responsiveness and professional execution.



For VenuWorks, being promoter-friendly begins long before an event goes on sale. It means responding quickly to inquiries and holds, providing accurate technical and financial information, structuring clear and workable deal terms, coordinating load-in and production requirements, resolving issues efficiently, and delivering the event exactly as promised. Promoters and touring teams need confidence that when they bring a show to Great Falls, they will encounter an experienced venue team that understands the business and makes their job easier.

That philosophy is also an extension of VenuWorks' broader approach to guest service. *Everyone who enters a VenuWorks-managed facility is treated as a guest*—whether they are a ticket buyer, promoter, artist, touring crew member, stagehand, vendor, community renter, volunteer or City employee. The same standards of responsiveness, courtesy, communication and professionalism that define the patron experience apply throughout the building.

This matters because the experience of the promoter, artist and touring crew directly influences whether a venue is recommended, revisited and included in future routing. A clean building, knowledgeable staff, efficient load-in, accurate settlement, welcoming hospitality and a collaborative attitude can be as important to repeat business as the financial terms of the original deal. VenuWorks will work to establish the Mansfield Theater not only as a viable stop on Montana and regional touring routes, but as a venue promoters and artists actively want to return to.

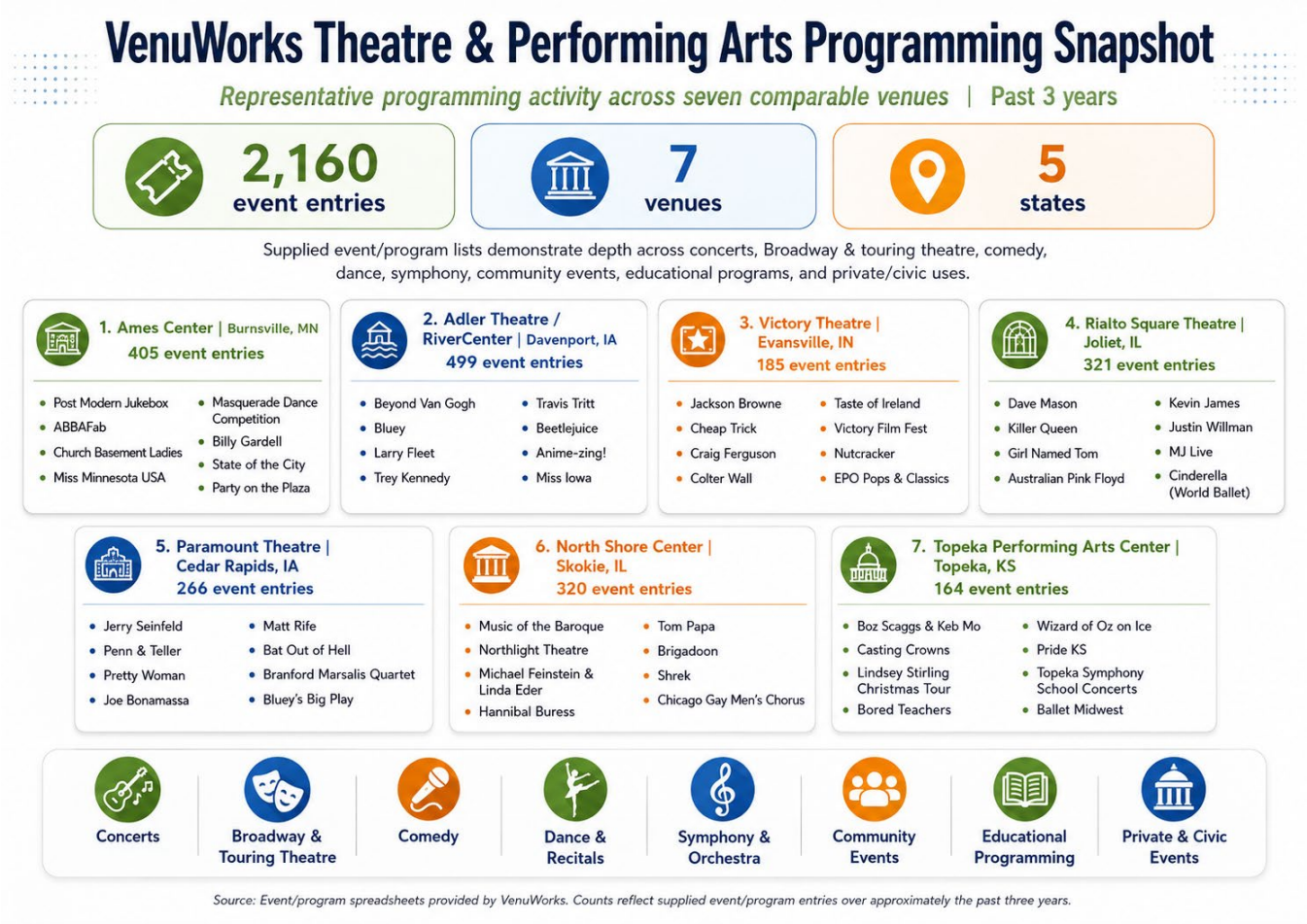
That effort will include direct outbound solicitation of promoters and agents, regular circulation of available dates, professional technical and venue information, competitive and transparent deal structures, timely responses to holds and offers, and a reputation for delivering events professionally once the show arrives.

Dance, Competitions and Other Calendar-Building Business



VenuWorks will also target event categories that can fill valuable gaps between traditional performances. Dance competitions and recitals are particularly productive business for many VenuWorks performing arts centers. They can utilize multiple consecutive days, bring substantial numbers of participants and families into the facility, generate strong food-and-beverage sales and produce measurable visitor spending in the surrounding community.

Other potential categories include competitions, educational events, school performances, conferences, speakers, film, faith-based programming and community celebrations—all evaluated against the physical capability of the Civic Center and the interests demonstrated by the Great Falls market. This diversified approach is important because no healthy performing arts venue should depend on concerts or Broadway alone.



Booking Systems, Policies and Transparency

All Civic Center booking activity will be managed through VenuWorks' professional event-management systems. VenuWorks facilities utilize Momentus to manage calendars, event information, holds and operational details, giving authorized venue and corporate personnel real-time access to booking information.

Working with the City, VenuWorks will establish clear booking guidelines governing holds, challenges, deposits, rental requirements, event priorities and financial approvals. These policies provide consistency to renters while allowing appropriate flexibility for commercial negotiations. Programming deals arranged by VenuWorks will be transparent to the City. Our goal is to structure agreements that make Great Falls attractive to agents and promoters while protecting the financial interests of the Civic Center and its public owner.

Coordinating Programming With City Government

Programming growth at the Great Falls Civic Center also requires recognition that this is not a stand-alone entertainment complex. The building simultaneously accommodates municipal offices, court functions and other City operations. For that reason, no programming calendar will be developed independently of the City's operational requirements.

VenuWorks will establish a single coordinated master calendar with the City Manager's Office and affected departments. Government priority dates, Commission and public meetings, court activity, restricted access periods, shared meeting-room needs, parking demands, security considerations, maintenance activity and other significant City uses will be identified before conflicting commercial commitments are finalized.

Major event prospects will therefore be evaluated both commercially and operationally. Where conflicts can be solved through different load-in times, entrances, event hours, parking plans or shared-space arrangements, VenuWorks will work with the client and City rather than automatically turning away desirable business. This coordination will continue through regular operational look-ahead meetings so that City departments understand upcoming activity well in advance and event staff understand the requirements of government operations.

The RFP itself requires community events to be developed in coordination with City departments and calls for an annual programming plan to be reviewed by the Mansfield Theater Advisory Board and City Commission, incorporating event mix, financial projections, community-engagement goals and diversity of programming. VenuWorks will use that annual plan as both a programming roadmap and an accountability tool.

Programming Success: A Calendar With Purpose

Ultimately, VenuWorks will not judge the success of Great Falls programming simply by counting events. A successful calendar will:

- Retain And Strengthen Great Falls' Legacy Users
- Increase Mansfield And Convention Center Utilization
- Introduce Programming Residents Have Said They Want
- Attract Regional And National Business

- Create Opportunities For Locally Developed Programming
- Build Audiences For The Future
- Generate Additional Visitor Activity And Downtown Spending
- Improve Earned Revenue Without Sacrificing The Civic Center's Cultural And Civic Purpose.

This opportunity already exists. The Civic Center is currently underutilized, residents want more and varied programming, more than a quarter of Great Falls visitors are associated with meetings and conferences, and the venue already draws patrons from beyond the immediate market. VenuWorks' role is to convert that demonstrated opportunity into a disciplined, active and sustainable calendar.



b) Submit an illustrative first-year operating priorities and programming schedule or sample lineup that demonstrates the proposed range of events, anticipated facility utilization levels, diversity and inclusion objectives, and key performance indicators.



These targets are intended as planning benchmarks rather than contractual guarantees, with VenuWorks establishing the final Year-One baseline during transition after validating the existing calendar, City-use requirements, maintenance blackout dates, current contracts and available inventory.

The City's study estimates current Mansfield and Convention Center utilization at approximately 30% or less and identifies considerable capacity for additional bookings.

Diversity and inclusion will be reflected not simply in event count, but through *genre, price point, age, cultural relevance, accessibility and community participation*

c) Provide a detailed marketing strategy outlining the communication channels to be utilized, methods for audience segmentation, campaign development and deployment and standards for maintaining consistent brand identity.

Our entertainment marketing is a collaboration between the local venue staff and the VenuWorks corporate marketing team. Collectively, this group will develop strategies, plans, and goals for event marketing, venue marketing, and sponsorship sales. Before developing the plans, we undertake a "strategic visioning" process, taking time to learn and understand the needs of the client and the market. This process, typically occurring during our start-up, will include client discussions, review of event history, demographic analysis, and competitive study.

Once we are armed with a comprehensive 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 Civic Center, its events, and its prospective sponsors. 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.

From Reactive Marketing to Active Demand Generation

The Civic Center does not need simply to advertise more. It needs to *sell and market more strategically*. The City's study has identified many of the current challenges: inconsistent social activity, no systematic email marketing, limited paid advertising, difficult web navigation, no clear online rental inquiry process and underutilized ticketing data. VenuWorks will address these issues through a coordinated strategy developed jointly by the onsite Great Falls team and VenuWorks corporate marketing resources. Our marketing objectives will be to:

Identify Challenges & Opportunities within the local and regional market.
Generate Event Activity through proactive sales and business development.
Maximize Event Attendance through audience-specific marketing.
Develop Sustainable Audiences rather than selling events one at a time.
Increase Earned Revenue through ticket sales, rentals, sponsorship and ancillary spending.

Formal Sales Plan and Pipeline

Every year, VenuWorks will develop a formal event sales plan identifying:



All qualified leads will be tracked through an appropriate CRM or sales-pipeline system.
Sales management will monitor:

- Lead Volume
- Response Time
- Sales Calls
- Site Tours
- Proposals
- Tentative Bookings
- Definite Bookings
- Conversion
- Lost Business
- Reason For Loss
- Event Days
- Projected Revenue.

This approach for a formal sales plan, disciplined pipeline management and clearly defined booking procedures, incorporates the City's market study recommendations to improve "speed to lead," proactively pursue planners, and consistently track lead sources, lost business and customer feedback.

Four Markets. Four Sales Pipelines.

One message will not effectively sell the Civic Center to every customer. VenuWorks will create **four distinct marketing and sales pathways** because meeting planners, private-event clients, promoters and ticket buyers make decisions differently.

MEETING & EVENT PLANNERS

Objective: Generate regional meeting and conference business.

Channels and tools may include:

- CVENT And Appropriate Planner Platforms
- Direct Sales
- Visit Great Falls
- Association Databases
- LinkedIn
- Google Search
- Hotel Referrals
- Trade Publications
- Familiarization Tours; Site Visits
- Statewide Association Outreach
- Targeted Sales Missions

Marketing materials will include:

- Updated Venue Website
- Venue Brochure
- Capacity Charts and Floor Plans
- Catering Menus
- Av Capabilities
- Event Packages
- Testimonials
- High-Quality Photography
- Video And Virtual Tour Content

PRIVATE & SOCIAL EVENT CLIENTS

Objective: Position the Civic Center competitively for weddings, galas, fundraisers, celebrations and corporate functions. Channels may include:

- Google/SEO
- Meta Advertising
- Social Media
- Wedding And Special-Event Platforms Where Appropriate
- Venue Tours
- Open Houses
- Tastings
- Preferred-Vendor Relationships
- High-Quality Visual Content
- Packaged Pricing
- Local Cross-Promotion
- Streamlined Online Inquiry.

PROMOTERS, AGENTS & LOCAL ARTS GROUPS

Objective: Establish the Mansfield as a credible, responsive and promoter-friendly regional venue. Channels will include:

- Direct Booking Outreach
- Professional Technical Specifications
- Venue Availability
- Pollstar And Other Industry Platforms
- APAP, IEBA Venue Connect Tradeshows
- Montana Performing-Arts Relationships
- Regional Promoters
- VenuWorks' Booking Network
- Nederlander
- Direct Agency And Producer Relationships

LOCAL & REGIONAL TICKET BUYERS

Objective: Increase awareness, attendance and repeat visitation.
Channels will include:

- Venue Website
- Ticketmaster
- Email Campaigns
- Organic And Paid Social Media
- Meta And Google Advertising
- Retargeting
- Local And Regional Media
- Public Relations
- Tourism Channels
- Downtown Partnerships
- Grassroots Marketing
- Community Calendars
- Connected Television/Display Advertising Where Appropriate
- Cross-Promotion With Other Local Attractions And Organizations

Campaign Development and Deployment

Every major public-facing event will receive an appropriate marketing plan.

Plan	Build
Define Audience	Develop Creative
Geography	Messaging
Objectives	Landing Pages
Ticket Scale	Advertising
Historical Sales	Email Segments
Competitive Environment	Social Content
Budget	Media Strategy
Break-Even Requirements	Partner Participation & Amplification

Launch
Coordinate Announcement
Presale
Public On-Sale
Earned Media
Email
Digital Advertising
Grassroots Promotion

Optimize
Monitor Ticket Velocity,
Audience Geography,
Advertising Conversion And Creative Performance;
Adjust Spend, Audience, Messaging And Geography Throughout The Sales Cycle.

REPORT
Complete post-event analysis comparing marketing spend against attendance, revenue and campaign performance. Marketing therefore becomes a *continuous feedback loop*, not a one-time advertising plan.

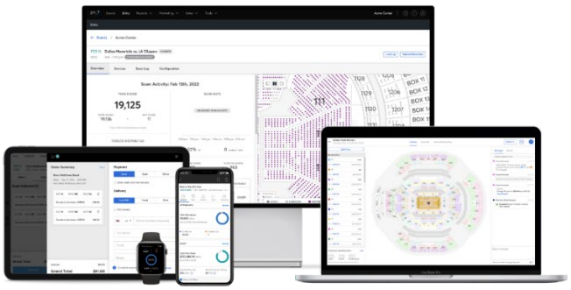
d) Describe the tools and methodologies used to measure marketing effectiveness, including analytics platforms and performance tracking, along with examples of comparable marketing campaigns conducted for similar facilities.

VenuWorks treats marketing as a measurable business function. We will utilize available data from **Ticketmaster / Ticketing Analytics:** Ticketmaster provides VenuWorks with an unparalleled ticket 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 marketing products, and a multi-million-dollar annual commitment to technology, VenuWorks' partnership with Ticketmaster ensures our venues are positioned to maximize business opportunities, discover new fans, effectively market our events, and sell more tickets - all this and 100% complete control over our customer ticketing fees.

Most of our venues leverage the TM1 platform that includes all the tools we need throughout the entire lifecycle of our events. This platform provides the following functionality:
TM1:

- Permissions allow us to manage TM1 users, assign product access, and reset passwords.
- Reports allow access to event data for financial, resale, marketing, demographic, and attendance.
    - Export, email, or schedule reports for yourself — or anyone else inside or outside our organization
    - Access current and past events
    - Analyze single or multiple events
    - Find data for a specific time by using "As of Date" and date ranges
    - Get Reports on the go with the TM1 Reports mobile app available for iOS and Android

- Engagement is Ticketmaster's email marketing tool designed exclusively for live entertainment.
  - Integrated directly with Ticketmaster's ticketing platform
  - Features easy-to-use templates and drag & drop functionality to build email communication
  - Use the segmentation tool to target and reach specific audiences from our database of fans
  - Track and report campaign success
- Events is the event creation and management tool. The streamlined interface removes the complexity of the event build process.
  - Build, scale, and publish events all in one single tool
  - Streamlined event build process
  - Easily create common discounts or more complex custom offers
  - Manage pricing and inventory throughout the life of the event
- Sales enables the box office to easily sell tickets using an Interactive Seat Map or *Best Available*.
  - Generate or reissue digital tickets right to our fans via SMS or email delivery
  - Quickly lookup fan accounts by customer name, account number, or barcode
  - Use TM1 Sales on an iPad or tablet for quick and easy customer service resolution



- Entry is our venue access control platform.
  - Intuitive interface to configure events and scanners for event day
  - Mark seats, view entry stats, and adjust configurations — all in real-time
  - A key component of secure ticketing and fan identity
- Marketing allows you to track email communication effectiveness and create lists of targeted ticket buyers based on customizable criteria.
  - Track campaign effectiveness through these features:
    - Pixel Tracking
    - Compatible with a variety of pixel vendors.
    - Came From Codes (CFC)
  - Using Audiences:
    - An Audience is a generated list of buyers to send marketing communications to and improve purchase conversion.
    - Multiple types of criteria are available to generate an Audience. Examples include:
      - Event/Venue, Spend Amounts, Artists, and Demographics data.
      - Download generated Audience lists.

e) Outline the strategy for reintroducing and positioning the Civic Center within the regional marketplace. This should include core messaging, the venue value's value proposition, and the proposed public relations approach.

From Civic Building to Recognized Event Destination

The Great Falls Civic Center already has something that cannot be manufactured through advertising: *history, recognition and community significance*. Our objective should not be to discard that history, but to make the event business more distinct, accessible and competitive.

Proposed Core Positioning



WHERE GREAT FALLS GATHERS

The Great Falls Civic Center is a historic civic landmark and a contemporary destination for **performance, meetings, celebrations and community life—bringing Great Falls together while drawing visitors, activity and spending into the heart of downtown.**

The positioning is built around four attributes:

CULTURE
A home for performance, arts and entertainment.
CONNECTION
A gathering place for civic and community life.
COMMERCE
A destination for meetings, conferences and private events that supports downtown activity.
COMMUNITY
A public asset with an identity rooted unmistakably in Great Falls.

Value Proposition

The sales proposition is powerful:

- A distinctive historic Civic Center in downtown Great Falls.
- A 1,520-seat Mansfield Theater with excellent acoustics and demonstrated regional draw.
- A flexible Convention Center capable of meetings, banquets, conferences and social events.
- An existing ticket-buying audience extending throughout the region.
- The ability to combine entertainment, hospitality and meetings within one complex.
- Historical ticketing analysis shows patrons concentrated throughout the two- to three-hour drive market, while the wider study identifies significant untapped regional and tourism opportunity.

The reintroduction of the Great Falls Civic Center will be an ongoing communications and brand-building effort, not a single press announcement. Drawing on VenuWorks' experience repositioning and rebranding venues across the country, we will use the full range of marketing tools at our disposal to create a comprehensive roadmap that preserves the City's governmental identity while establishing a stronger, more clearly defined market-facing identity for entertainment, performing arts, meetings and events. The goal will be to position the Civic Center as both a premier regional event destination and a vital community anchor for arts, fellowship, civic life and downtown commerce.

VenuWorks will achieve this goal by:

- building relationships with local and regional media
- introducing Civic Center leadership to business and community organizations
- coordinating messaging with City communications
- developing regular programming and facility stories
- using community partners as brand ambassadors
- hosting venue tours, open houses and media familiarization opportunities
- cross-promoting with tourism, hotels, restaurants and downtown businesses
- publicizing facility improvements and measurable progress
- celebrating community and legacy users as part of the Civic Center story

Technology Gap Assessment

Within the transition period, VenuWorks will audit customer-facing technology including:

- *Website*
- *Ticketing*
- *Email/CRM*
- *Social Platforms*
- *Event Inquiry*
- *Sales Pipeline*
- *Event Management*
- *Reporting*
- *Digital Signage*
- *POS*
- *Guest Communications*

The City's study has already identified specific concerns around website navigation, online rental inquiry, systematic email communication, ticketing visibility and data utilization. Our audit will determine which gaps represent immediate low-cost fixes and which require longer-term City investment.

MARKETING THE VENUE

Effective venue marketing helps us reach the right audience and expand our customer base. In this ever-changing industry, a fresh and comprehensive marketing plan will highlight the strengths of the venue and its team, and will include the following areas:

- **BRAND AWARENESS** at our venues is a key component of our marketing efforts. Brand awareness familiarizes the public with our venue and its events and differentiates them from other options. Building and maintaining a positive brand is a multi-faceted process that can take time and resources. However, if done well, your brand will support the sales efforts that drive your revenue. VenuWorks engages in the following steps to ensure positive, local brand awareness:
  - **Build a recognizable brand**. We work in each market to research, develop, and identify a unique brand and what it represents to the market.
  - **Tell the brand's story**. Every brand has a story. And it is critical to *tell that* story. We showcase the brand story through customer experiences, key business milestones, and the importance of what we do each day. Our brand story will build connections and trust.
  - **Create shareable content**. In this step, we are hyper-focused on creating content that is easily shareable. While we can't predict what will go viral, we can create content our followers want to share by providing value, rather than always trying to make a sale. By adding a simple call to action, our followers will "share", "RSVP", and "Tag a friend", expanding our research with a click of a button.
  - **Contribute to the community**. Not all brand-building happens online. We believe the best plans are collaborative, with stakeholders playing a critical role in providing input from the start. Partnering with local businesses and the hospitality sector offers dual benefits: it promotes the venue, attracts diverse events and visitors, while positively impacting the local economy. These partnerships with local stakeholders will help elevate the venue as a leading destination for events. We build brand awareness by being active apostles in our communities by sponsoring events, offering ticket discounts and donations, or supporting employees' participation in charity work.

- **Run awareness campaigns**. Brand awareness ads are a way to ensure that our advertising builds awareness for your brand. These campaigns tell potential customers about our venue, services, or events, with an objective of showing ads to people who are more likely to recall and act upon them.

- **DIGITAL MARKETING** is the fastest changing segment of marketing in our industry. Also referred to as 'online marketing', 'internet marketing' or 'web marketing'. Our digital marketing efforts include much more than a simple Facebook post or a pretty website. It requires us to adjust traditional methods and understand where our customers come from, what they are doing, and what we can do to improve sales. Our digital marketing efforts involve:



Venue Website. The venue's website is the cornerstone of its brand identity. It must be modern, user-friendly, and visually appealing. We design websites that include engaging elements, such as videos, testimonials, high-quality images, and virtual tours, allowing customers to experience the venue from the convenience of their computers or mobile devices. Our websites feature essential information, including contact details, social media links, event listings, booking opportunities, menus, and more. Recognizing that most web traffic now comes from smartphones, we ensure all sites are fully optimized for mobile devices. Additionally, we follow Google's localization best practices, claim and verify venue listings, and ensure accurate information appears in Google Maps to enhance visibility and accessibility.

- **Social Media Marketing**. Maintaining an active and engaging social media presence is a vital part of our marketing efforts. We collaborate with venues to select the most effective platforms and develop a dynamic content schedule. By leveraging photos, videos, and live-streaming opportunities, we boost engagement and expand the venue's reach. The use of creative hashtags (e.g. #CREventsLive) allows us to monitor online chatter across platforms.
- **Search Engine Marketing (SEM***)*. Search engine optimization (SEO) is a critical component of our digital marketing strategy. Optimizing the venue's website and content ensures it ranks prominently on Google search results, where most users search for relevant information.
- **Email marketing campaigns**. Email marketing remains one of the most cost-effective tools for driving sales. By leveraging our owned email lists, which grow continuously

through new ticket purchasers and website sign-ups, we can deliver targeted campaigns that engage audiences and boost revenue.

Our digital marketing efforts go far beyond a simple Facebook post or attractive website. Success requires adapting traditional methods, understanding customer behavior, and leveraging the right tools and platforms to drive sales and engagement.

- **SALES MATERIALS**. Our sales materials are tools to persuade customers to move forward in the sales process. We use them to market our venue, its brand, and events.
    - **Website***:* A well-designed, informative website is the foundation of our marketing efforts. We ensure the site is user-friendly, visually appealing, and aligned with the venue's overall brand message. It serves as an educational resource for potential customers.
    - **Venue Brochure***:* Visually appealing brochures provide detailed information about the venue and its services. These printed materials facilitate in-depth conversations with potential clients and leave a lasting impression.
    - **Venue Datasheets***:* Datasheets are essential for communicating technical event details, such as capacities, catering options, and in-house services. They provide quick, clear, and practical information for event planners.
    - **Videos***:* Sales videos offer an engaging way to present venue information in a concise and visually compelling format. They provide potential customers with a glimpse of the event experience, sparking excitement and interest.

- **PUBLIC RELATIONS**. We are hyper-attentive to the public perception of our venues and their brand. Our Executive Directors work tirelessly to enhance the venue's credibility and reputation within the industry and community. Key strategies include:
    - **Building relationships** with local leaders, influencers, and community stakeholders.
    - **Leveraging social media** as a real-time public relations tool to monitor, respond, and shape customer perceptions.
    - **Engaging in proactive reputation management** to ensure the venue is seen as a trusted and respected community asset.

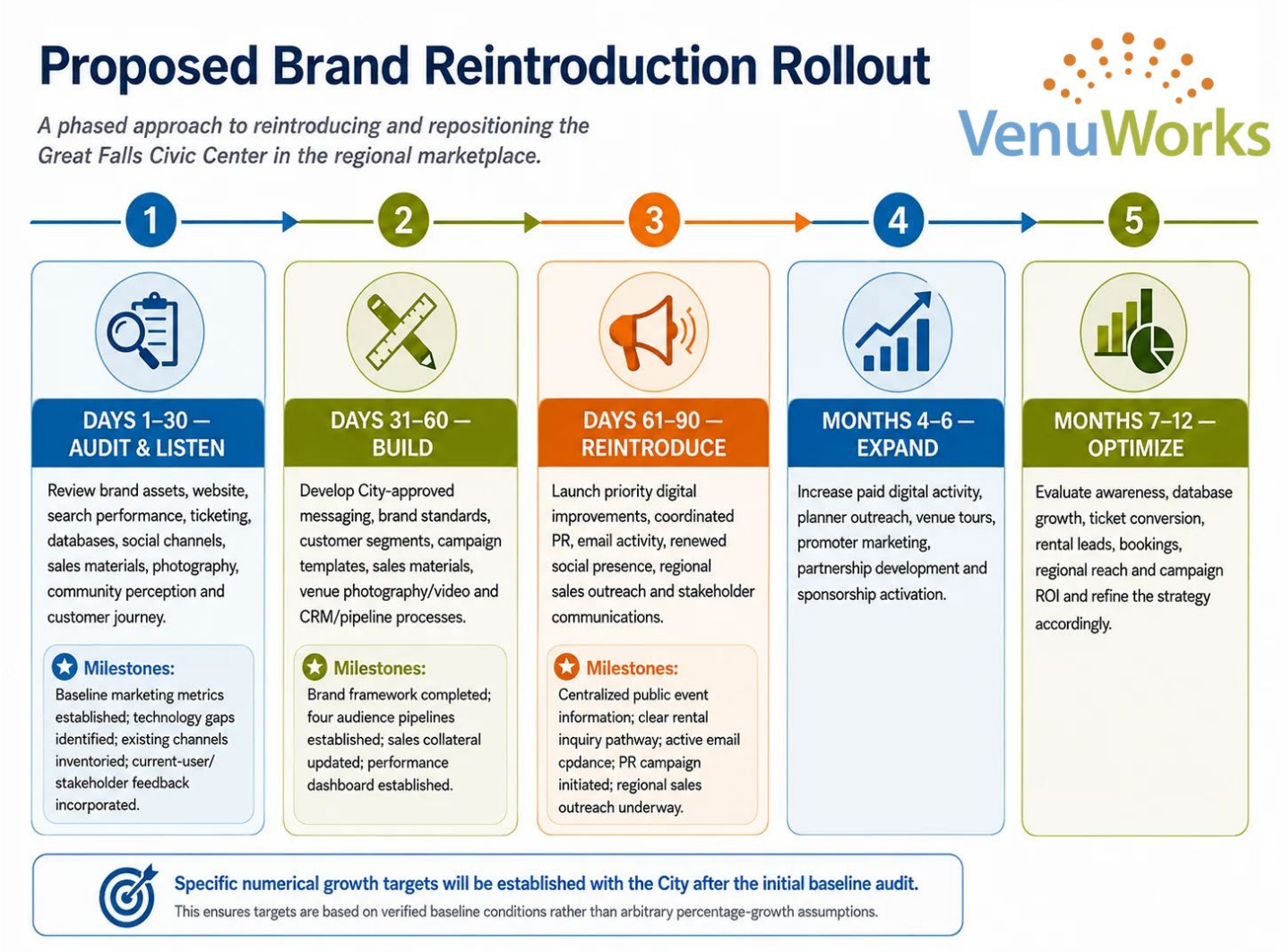
- **MEDIA RELATIONS**. Strong relationships with journalists and media professionals are essential for effective media coverage. We don't rely on sporadic press releases but cultivate meaningful connections with media contacts. By building trust and rapport, we ensure that our story pitches are more likely to be noticed and acted upon, strengthening the venue's media presence.

- **REPUTATION MANAGEMENT.** The reputation of our venues is invaluable, and we actively work to enhance credibility locally, regionally, and nationally. Our efforts include:
    - Active participation in industry professional organizations.
    - Presenting at regional and national conferences and trade shows.
    - Collaborating with local CVBs and joining professional/business clubs.
    - Hosting local committee meetings and offering venue tours and menu tastings.
    - Engaging with local organizations & non-profits through partnerships and volunteering.

- Maintaining listings in local, regional, and national business/trade directories.

- **PHOTO GALLERY.** A picture is worth a thousand words, and our photo gallery is crafted to showcase the best of our venues. We capture stunning images during events and in pristine, empty settings to highlight the venue's versatility and appeal. These visuals are thoughtfully curated to leave a lasting impression and support all marketing efforts, helping potential clients envision their own unique experiences.
- **GRASSROOTS MARKETING.** Grassroots marketing is a key strategy we use to directly engage targeted audiences and encourage them to share our message organically. By fostering authentic connections and amplifying our visibility, we create a ripple effect that drives brand awareness and growth within the community.

f) Provide a proposed rollout schedule that identifies key implementation phases, major milestones, and measurable goals related to brand awareness and market visibility.



g) Identify anticipated annual sponsorship revenue goals and provide examples of comparable sponsorship initiatives your organization has successfully implemented.

SPONSORSHIPS AND NAMING RIGHTS

Sponsorships and naming rights represent an important source of recurring revenue for public assembly facilities. At the Great Falls Civic Center, VenuWorks will develop a comprehensive sponsorship strategy designed to increase revenue while creating meaningful value for local, regional, and national partners.

Opportunities may include event sponsorships, presenting partnerships, digital and static signage, hospitality packages, branded activations, and naming rights for the venue, as well as for premium spaces, entrances, clubs, concourses, and other venue assets. VenuWorks has successfully secured naming rights at its venues across the United States such as the *Ford Center, BigIron Events Center, Alliant Energy PowerHouse, Heartland Credit Union Arena, Capital Region MU Healthcare Amphitheater, ImOn Ice Arena, McGrath Amphitheater, United Wireless Arena*, and *Boot Hill Casino Conference Center*. We have also secured multiple interior naming-rights agreements across our portfolio, including the *Old National Bank Level* at the *Ford Center* in Evansville, IN; the *Retter & Company Theatre* at the *Toyota Center* in Kennewick, WA; and the *Masquerade Dance Theater* at the *Ames Center* in Burnsville, MN.



VenuWorks will identify and develop new revenue-generating spaces, programs, and event concepts that can be packaged as compelling sponsorship opportunities. Drawing on successful strategies from across our national portfolio, we will create customized marketing and advertising programs aligned with the Great Falls Civic Center's audiences, event calendar, and business community. If we can maximize sponsor revenues in small markets across the country, we can certainly do it in yours.

The Event Center provides sponsors with access to valuable and diverse audiences across sports, concerts, family entertainment, community events, and premium hospitality. Through our relationship with Ticketmaster and other available audience insights, VenuWorks can help sponsors better understand and engage event attendees through targeted digital marketing, promotional campaigns, hospitality, and branded experiences that extend beyond the physical boundaries of the venue. This data-informed approach will allow us to deliver greater value to partners, strengthen renewal potential, and maximize sustainable sponsorship revenue for the Event Center.

INNOVATIVE MARKET SEGMENTATION STRATEGY

Maximizing sponsorship revenue requires a flexible and strategic approach to market categories. Rather than limiting sponsorships to one exclusive partner per category, VenuWorks utilizes a refined segmentation strategy that allows for multiple partners within the same industry. A great example of this strategy is the Ford Center in Evansville, where VenuWorks successfully secured five separate banking sponsors, each with tailored rights and activation opportunities. This approach allows greater revenue generation while engaging in a broader range of local and regional businesses, creating more customized partnership opportunities, and strengthening overall community investment in the facility.

By matching sponsorship inventory with each partner's marketing goals, VenuWorks will create customized, measurable packages that strengthen community and business relationships, enhance the guest experience, and generate sustainable revenue for the Civic Center.

DATA-DRIVEN VALUATION & SALES STRATEGY

Our VenuWorks team is dedicated to securing naming rights sponsors for various indoor and outdoor spaces permitted by the City. We believe a successful sponsorship program is built on clear, defensible value. VenuWorks uses a data-driven approach to ensure that all sponsorship opportunities are competitively priced and highly compelling to potential partners. We conduct comprehensive naming rights valuations, benchmark against comparable facilities, and leverage analytics from a trusted national partner to demonstrate a 5-to-1 value-to-investment ratio. Sponsorship packages are structured with measurable deliverables, such as impressions, attendance, and digital reach, ensuring sponsors clearly understand the return on their investment. This approach strengthens close rates, supports long-term retention, and builds lasting partnerships.

Based on our thorough analysis of the relevant factors related to establishing a "naming partner," we will provide informed recommendations regarding the value of naming rights for this project and execute a successful campaign to secure a naming sponsor.

COLLABORATIVE SALES MODEL

A successful sponsorship program requires strong local relationships supported by national experience, disciplined sales practices, and professional account management. VenuWorks' collaborative sales model combines the market knowledge and community connections of the onsite team with the expertise and resources of our corporate sponsorship professionals. The local team will identify prospective partners, build relationships, and ensure sponsorship opportunities reflect the priorities of Great Falls' business community.

Corporate support will strengthen these efforts through prospect research and outreach, inventory valuation, proposal development, pricing strategy, CRM and pipeline management, contract negotiation, activation planning, and renewal strategy. Through an integrated program encompassing naming rights, event sponsorships, premium hospitality, food and beverage partnerships, digital assets, and branded guest experiences, VenuWorks will create customized partnerships that deliver measurable value for sponsors.

TECHNOLOGY PARTNERSHIPS & DIGITAL REVENUE PLATFORMS

Technology partnerships are essential to maximizing both operational efficiency and revenue in today's event environment. VenuWorks works with leading technology providers to introduce systems that improve the guest experience, accelerate transactions, strengthen data and reporting, and create new opportunities for sponsorship and revenue growth.

Through our partnership with **Toast Technologies**, VenuWorks deploys modern, cloud-based point-of-sale systems that streamline food and beverage operations, provide real-time sales and inventory reporting, reduce transaction times, and help increase per-capita spending through faster, more efficient service.

VenuWorks is also utilizing **Amazon Just Walk Out technology** at select venues to transform the concession experience. At Blue Cross Arena in Rochester, New York, the technology has significantly reduced transaction times and improved concourse flow while generating **40.8% revenue growth during its first five months of operation**. By removing traditional checkout lines, guests spend less time waiting and more time enjoying the event, while the venue gains the capacity to serve more customers during peak periods.



Through our partnership with **Ticketmaster**, VenuWorks leverages one of the industry's most powerful ticketing and event-marketing ecosystems. Integrated ticketing, audience intelligence, targeted and retargeted digital campaigns, and advanced reporting allow our teams to reach prospective buyers more effectively, convert interest into ticket sales, and better understand customer behavior.

Together, these technology partnerships create an integrated operating and marketing environment that can **increase attendance, accelerate transactions, grow ancillary revenue, provide measurable campaign and sponsor ROI, and continually improve the guest experience.**

FOOD & BEVERAGE SPONSORSHIPS & POURING RIGHTS

Food and beverage partnerships represent a major revenue and branding opportunity. VenuWorks has extensive experience negotiating exclusive and multi-tiered F&B sponsorship agreement.

- **Pouring rights partnerships** with national beverage brands such as Coca-Cola or Pepsi.
- **Snack and concession partnerships** with companies like Frito-Lay and other national distributors.
- **Branded concession stands**, menu integrations, and promotional tie-ins.
- **Sampling, activation, and event-based sponsorship opportunities.**
- **Local restaurant and culinary partnerships** that showcase regional flavors, create rotating concession stands, and provide collaborative promotional opportunities to Great Falls' businesses.





These partnerships generate guaranteed annual revenue through rights fees and revenue sharing, reduce operational costs through supplier agreements, and enhance the guest experience by aligning the venue with recognizable, high-quality national brands.

h) Describe strategies for broadening and diversifying audience participation, including targeted outreach efforts directed toward residents, local businesses, educational institutions, and community organizations.

Broadening and Diversifying Audience Participation

Residents — Build Awareness and Reasons to Return
Use the City's survey findings to guide programming; establish consistent email and social communication; create community and home-grown events; develop entry-price options and targeted offers; use Ticketmaster data to re-engage previous buyers and identify new audiences; and target distinct neighborhoods and the 30-, 90- and 180-minute markets according to event appeal.

Local Businesses — Turn the Civic Center into a Downtown Partner
Work with the Downtown Great Falls Association, Great Falls Development Alliance, Visit Great Falls, hotels, restaurants and employers on cross-promotion, employee ticket offers, corporate hospitality, sponsorship, meetings and event packages. Because the study found that 72% of performance attendees dine before or after an event, increased attendance should be positioned as a benefit to the broader downtown economy, not simply to the Civic Center.

Educational Institutions — Develop the Next Generation of Audiences
Build relationships with Great Falls Public Schools, colleges and other educational institutions through student matinees, school performances, educational workshops, internships, technical-theatre experiences and career exposure. This can draw directly on successful VenuWorks models

such as Youtheatre at North Shore Center, Symphony Day programming at the Adler Theatre and school partnerships across our performing arts portfolio.

Community Organizations — Make the Civic Center Their Partner
Establish regular outreach to arts organizations, nonprofits, cultural groups, civic organizations and current and former users. VenuWorks will attend community meetings, create stakeholder roundtables, develop collaborative programming opportunities and explore preferred/resident-partner arrangements for appropriate recurring organizations. The goal is to move the relationship from "facility renter" to "community programming partner."

Reaching Audiences Not Fully Represented Today
VenuWorks will also deliberately pursue audiences that may currently be underrepresented in Civic Center participation, including younger adults, families, military personnel and families, regional visitors, culturally diverse communities and first-time attendees. Programming, pricing, marketing channels and partnerships will be adjusted for each audience rather than assuming one campaign can effectively reach everyone.

Progress will be tracked through attendance, new versus returning ticket buyers, geographic reach, database growth, educational participation, community-partner activity, local-business partnerships, audience demographics where available, and customer feedback. These results will be incorporated into VenuWorks' monthly, quarterly and annual reporting to the City.

GREAT FALLS CIVIC CENTER

Broadening & Diversifying Audience Participation

Targeted outreach to build broader audiences, deeper community connections and stronger long-term participation.

A. Residents

Build awareness and reasons to return through community events, segmented email and social campaigns, local offers and programming shaped by audience interests.

B. Local Businesses

Strengthen downtown partnerships through cross-promotion, employee offers, corporate hospitality, sponsorships, meetings and event packages.

C. Educational Institutions

Develop the next generation of audiences through student matinees, school performances, workshops, internships and career exposure in the arts and events industry.

D. Community Organizations

Create meaningful partnerships through stakeholder outreach, collaborative programming, preferred partner relationships and support for recurring community users.

ADDITIONAL AUDIENCE OPPORTUNITIES

- Families
- Younger Adults
- Military Personnel & Families
- Regional Visitors
- Culturally Diverse Communities
- First-Time Attendees

APPROACH

- Program more broadly
- Communicate more consistently
- Reduce barriers to participation
- Use partnerships to extend reach
- Tailor outreach by audience segment

HOW SUCCESS WILL BE MEASURED

- Attendance
- New vs. Returning Buyers
- Geographic Reach
- Database Growth
- School Participation
- Community Partner Activity
- Local Business Engagement
- Customer Feedback

Goal: *Build relationships with people not currently using the Civic Center, give existing audiences more reasons to return, and ensure programming reflects the broader Great Falls community.*

i) Define the metrics that will be used to measure audience growth and engagement, along with the reporting processes that will be used to track and communicate results.

In addition to our use of the Ticketmaster toolbox for measurement of audience growth and engagement, as outlined in section 3.d, VenuWorks also uses the metrics and reporting processes outlined below.

Website Analytics: VenuWorks uses *Saffire* to develop and manage websites for many of our venues, providing a platform specifically designed for live events, venues and destination organizations. Saffire combines website content management with ecommerce, marketing tools and reporting, allowing the venue website to function as much more than an online brochure—it becomes an active sales, marketing and customer-engagement platform.
Saffire provides real-time reporting and analytics across website, ecommerce and ticketing activity. Available information can include *website and campaign engagement, customer activity, ticket and ecommerce sales, promotional performance and customer conversion behavior*. Saffire's integrated tools can also track which content generates clicks, which calls-to-action perform most effectively and how customers move through the website. When paired with tools such as Google Analytics, this provides an even broader view of traffic sources, geography, device usage, customer journeys and conversion activity.

VenuWorks will use these insights to evaluate:
Website Traffic & Growth — total users, sessions, new and returning visitors.
Traffic Sources — organic search, paid advertising, social media, email, referral and direct traffic.
Geographic Reach — where website users and purchasers originate, helping measure local versus regional audience penetration.
Event-Page Performance — which events generate the strongest interest and which pages require additional promotional support.
Rental & Sales Activity — visits to meeting, wedding, rental and event-planning pages; inquiry activity; and conversion where tracking is available.
Customer Journey — how visitors move from discovery to event information, inquiry or purchase.
Conversion Performance — ticket purchases, ecommerce transactions, form submissions and other defined customer actions.

Saffire also allows online forms to collect customer, vendor, sponsor or rental information and export responses into spreadsheet formats, supporting lead generation and follow-up. For Great Falls, this will be particularly important in establishing whether marketing is successfully moving customers from *awareness → interest → inquiry or ticket purchase*, and in determining which events, audiences and regional markets generate the strongest return.

Digital Advertising Platforms
VenuWorks uses digital advertising not simply to generate impressions, but to drive measurable customer action and ultimately convert audience interest into ticket sales, event inquiries and revenue. Campaigns may utilize Google, Meta, Ticketmaster and other digital advertising platforms selected according to the event, audience, geography and campaign objective.

An important advantage for VenuWorks-managed venues is our use of Ticketmaster's TM1 Marketing suite, which connects ticketing intelligence with audience development and event marketing. TM1 provides tools to segment audiences based on fan behavior and attendance, create targeted campaigns and monitor campaign performance in real time. Ticketmaster's audience tools can distinguish groups such as existing purchasers and new attendees, allowing marketing to become increasingly relevant to the individual customer rather than treating the entire ticket-buying database as a single audience.

For the Great Falls Civic Center, this means a customer who has purchased Broadway tickets can be marketed differently from someone who primarily attends comedy, concerts or family entertainment. New attendees can receive different follow-up communications from loyal repeat customers, while past purchasing and attendance behavior can help VenuWorks identify audiences with a greater likelihood of responding to future programming. TM1 is specifically designed to use fan behavioral and attendance information to support smarter, data-driven event marketing.

Ticketmaster also expands the venue's ability to market beyond its own database. Its marketing ecosystem combines the Ticketmaster marketplace and distribution network with self-service and managed marketing capabilities designed to help events reach new audiences throughout the ticket-purchase journey. VenuWorks can use these capabilities alongside Google, Meta, email, social media, public relations and local partnerships to create an integrated campaign rather than relying on any single advertising channel.

Every significant campaign will be established around a defined objective—ticket purchase, rental inquiry, event awareness, database acquisition or another measurable conversion—and monitored throughout the sales cycle. Available campaign data allows VenuWorks to evaluate:

- **Impressions** — how frequently advertising is served.
- **Reach** — the number of individual customers exposed to a campaign.
- **Click-Through Rate** — how effectively the creative and message generate customer response.
- **Cost Per Click** — the efficiency with which advertising drives qualified traffic.
- **Conversion Rate** — the percentage of users completing the desired action after engaging with the campaign.
- **Cost Per Acquisition** — the marketing investment required to generate a purchaser, lead or other defined conversion.
- **Geographic Performance** — which local and regional markets are producing the strongest engagement and sales.
- **Audience Performance** — which customer segments, behaviors and interests generate the strongest response.
- **Ticket-Sales Attribution** — where available, connecting advertising activity more directly to resulting transactions.
- **Return on Advertising Spend (ROAS)** — ticket revenue or other measurable value generated in relation to advertising investment.

Ticketmaster's Promoted Ads, available through TM1, adds another important layer of measurement. The platform provides self-service campaign management, geotargeting, custom reporting and closed-loop attribution designed specifically for live-event marketing. This allows marketers to assess conversions and campaign performance against actual commerce activity rather than relying exclusively on clicks or impressions as measures of success.

Momentus / Event Management

Our facilities utilize Momentus computerized event management software with a proven system for managing event booking calendars. VenuWorks Executive Directors and corporate staff have access to the system 24/7, allowing real-time, up to the minute updates. The system easily adds and removes events from the calendar; alerts staff of potential double-bookings, and syncs to existing Google Calendar, Outlook, or iCal. Drag-and-drop editing, automated email alerts, flexible reports, and custom forms provide a user-friendly platform to increase booking productivity. Powerful access controls ensure the venue's information is protected – internally and externally. It quickly and easily prints hold dates for event confirmations, downloads as PDF for sending, and exports to Excel.

An Integrated Event Marketing Ecosystem

Rather than operating ticketing, advertising and audience development as separate functions, VenuWorks uses *Ticketmaster, TM1 Marketing, Google, Meta, email, social media and venue website analytics as an interconnected marketing ecosystem*. Ticketmaster provides valuable insight into who is actually purchasing and attending events; digital platforms help VenuWorks find and reach prospective audiences; and campaign analytics allow our marketing team to continually measure, refine and optimize performance. The result is a progression from **data → audience → campaign → conversion → ticket sale → attendance → future audience development**, giving the Civic Center a marketing program built around measurable customer behavior rather than impressions alone.



From Audience Data to Action

The real value of these tools is the ability to **adjust campaigns while tickets are still on sale.** If one audience segment, geographic area, advertisement or message is producing stronger conversion, VenuWorks can redirect marketing resources toward that opportunity. If a particular market is generating awareness but few purchases, the team can modify creative, ticket messaging, targeting or investment rather than waiting until after the event to discover that the strategy was ineffective.

TM1's reporting also provides buyer demographic and sales-by-location information that can help venue marketers understand where purchasers are coming from and compare performance across events. That capability is particularly relevant in Great Falls because the City's market study identifies distinct **30-, 90- and 180-minute audience catchments** and historical ticketing data demonstrates that the Mansfield already attracts customers throughout a broader two- to three-hour regional market.

VenuWorks can therefore use actual sales and campaign data to determine whether a particular attraction should be marketed primarily within Great Falls, expanded into the 90-minute market, or aggressively promoted throughout the broader regional drive market.

Reporting Structure

The purpose of measurement is not simply reporting success after the fact. It allows VenuWorks and the City to *identify what is working, change what is not and continuously improve performance*.



j) Describe your rental rate setting philosophy.

Our suggested rental rates are listed in the Proforma under the programming tab. VenuWorks does not recommend an across-the-board increase in Civic Center rental rates. Our objective is to create a transparent, flexible and market-responsive rate structure that increases utilization and earned revenue while preserving appropriate community access. We will begin with a comprehensive review of:

- Current Rental Rates
- Ancillary Charges
- Labor
- Equipment
- Discounts
- Historical Agreements
- Competitor Pricing
- Demand By Date
- Total Client Cost
- Event Profitability
- Nonprofit Usage
- Resident-User Policies
- Available Inventory

That analysis is particularly important because the City's study found that the Mansfield's base rate is currently below market while its highest rental rate is above market, whereas Convention Center pricing is broadly aligned with the market. The study specifically recommends creation of a nonprofit pricing tier. VenuWorks anticipates recommending City-approved categories such as:

COMMERCIAL USERS
Market-responsive pricing appropriate to revenue-generating activity.

NONPROFIT & COMMUNITY USERS
Appropriate pricing recognizing their community and public benefit.

VERIFIED GREAT FALLS RESIDENT USERS
Rates consistent with City access policies.

PREFERRED / RESIDENT CULTURAL PARTNERS
Structured arrangements for qualified long-term arts and cultural organizations providing calendar stability and community value.

CITY / PUBLIC-BENEFIT ACTIVITY
Policies established collaboratively with the City. Pricing tools may additionally include:

- *Off-Peak Incentives*
- *Multi-Date Discounts*
- *Packaged Meeting Rates*
- *Seasonal Offers*
- *Bundled Equipment and Services*
- *Negotiated Commercial Deals*

This allows VenuWorks to use pricing strategically. A Tuesday that would otherwise remain empty may justify a different rate than a premium Saturday. A multi-date client may warrant an incentive

that produces substantially more annual revenue. A meeting package bundling room, AV and food service may be easier to sell than a complicated series of individual charges.

Most importantly, the total cost of doing business with the Civic Center must be transparent. Clients should understand required labor, equipment, ticketing, food and beverage and service costs before making their commitment. VenuWorks intention is to create a more frictionless experience through flexible pricing and improved outreach. The City will retain final authority over rental rates, community-access policies and major changes affecting local users.

a) Narrative describing the proposer's overall community engagement philosophy and strategy for building trust, transparency, and long-term relationships within the community, as well your approach to working with elected officials, City staff, advisory boards, and community stakeholders.

People First. Community Always.
VenuWorks believes successful management of a publicly owned venue begins with understanding that the facility belongs to the community it serves. Unlike a purely commercial venue, the Great Falls Civic Center carries responsibilities that extend beyond event revenue: it is a historic civic landmark, a home for local arts and cultural organizations, a gathering place for residents and a working center of City government.

Our philosophy—**People First. Profits Follow** means that relationships, transparency, and community value are not secondary to financial performance. They are essential to creating sustainable financial performance.

For nearly three decades, VenuWorks has built its business through long-term public-private partnerships with cities, counties and other public entities. We understand that these relationships succeed when there are **no surprises, no hidden agendas, and no disconnect between the venue operator and its public owner.** Our goal is to operate as an extension of the City team: listening carefully, communicating openly, providing reliable information and ensuring City leadership has visibility into important operational, financial and community decisions.

The VenuWorks community-benefit philosophy similarly emphasizes that the success of a managed venue is tied directly to the wellbeing and prosperity of its surrounding community, and that stakeholder collaboration is integral to our management approach.

Working With the City of Great Falls
The VenuWorks Executive Director will serve as the primary local liaison between the Civic Center operation and the City, maintaining regular communication with the City Manager's Office, elected officials, Mansfield Theater Advisory Board and affected City departments. Formal reporting will be supplemented by ongoing day-to-day communication so that issues are addressed early rather than appearing unexpectedly in a monthly report or City Commission meeting.

City Commission — strategic oversight, major policy decisions, rates, significant capital matters and annual performance.
City Manager's Office — primary management relationship, operating priorities, financial performance, City coordination and issue escalation.
Mansfield Theater Advisory Board — programming, community needs, facility use, arts relationships and annual programming-plan input.
City Departments & Civic Center Government Users — coordinated scheduling, access, security, maintenance, parking, public meetings and shared-building requirements.
Community Stakeholders — ongoing input into programming, user experience, access and community priorities.

Start With What Great Falls Has Already Told Us

VenuWorks will not begin by asking Great Falls to repeat everything it has already told the City. The City's Strategic Business Planning Study already provides an extensive body of community input. Stakeholders described the Civic Center as a cultural cornerstone and civic beacon, while also identifying underutilization, rigid pricing, communication problems, a need for more proactive programming and underdeveloped partnerships with tourism, downtown businesses, arts groups and regional organizations.

VenuWorks' initial engagement will therefore focus on **validating, prioritizing, and acting upon that feedback**.



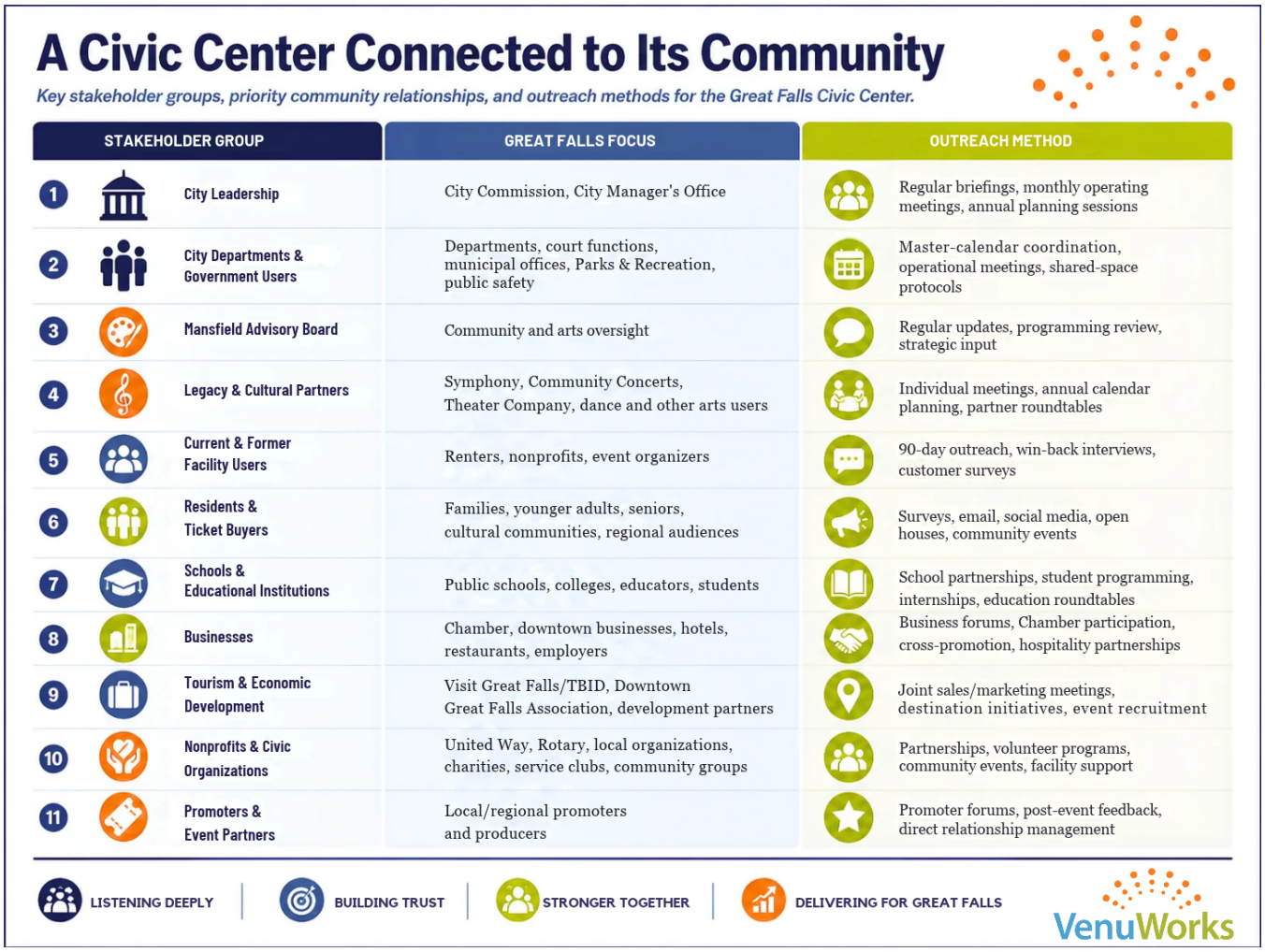
Community Leadership Beyond the Building

VenuWorks expects its Executive Directors and management teams to be visible members of the communities they serve. Across our portfolio, our leaders serve on Chambers of Commerce, Rotary and service organizations, United Way initiatives, downtown-development organizations, tourism boards, nonprofit boards and other civic groups, while venue employees regularly volunteer with local charities and community programs.

The Great Falls Executive Director will be expected to develop the same level of community presence—not simply representing the Civic Center when business is being discussed but becoming an active participant in the civic life of Great Falls.

b) Identification of key stakeholder groups (e.g., residents, cultural organizations, schools, businesses, nonprofits) and proposed outreach methods.

Key Stakeholder Groups and Outreach Methods



A Civic Center Connected to Its Community

Key stakeholder groups, priority community relationships, and outreach methods for the Great Falls Civic Center.

	STAKEHOLDER GROUP	GREAT FALLS FOCUS	OUTREACH METHOD
1	City Leadership	City Commission, City Manager's Office	Regular briefings, monthly operating meetings, annual planning sessions
2	City Departments & Government Users	Departments, court functions, municipal offices, Parks & Recreation, public safety	Master-calendar coordination, operational meetings, shared-space protocols
3	Mansfield Advisory Board	Community and arts oversight	Regular updates, programming review, strategic input
4	Legacy & Cultural Partners	Symphony, Community Concerts, Theater Company, dance and other arts users	Individual meetings, annual calendar planning, partner roundtables
5	Current & Former Facility Users	Renters, nonprofits, event organizers	90-day outreach, win-back interviews, customer surveys
6	Residents & Ticket Buyers	Families, younger adults, seniors, cultural communities, regional audiences	Surveys, email, social media, open houses, community events
7	Schools & Educational Institutions	Public schools, colleges, educators, students	School partnerships, student programming, internships, education roundtables
8	Businesses	Chamber, downtown businesses, hotels, restaurants, employers	Business forums, Chamber participation, cross-promotion, hospitality partnerships
9	Tourism & Economic Development	Visit Great Falls/TBID, Downtown Great Falls Association, development partners	Joint sales/marketing meetings, destination initiatives, event recruitment
10	Nonprofits & Civic Organizations	United Way, Rotary, local organizations, charities, service clubs, community groups	Partnerships, volunteer programs, community events, facility support
11	Promoters & Event Partners	Local/regional promoters and producers	Promoter forums, post-event feedback, direct relationship management

LISTENING DEEPLY | BUILDING TRUST | STRONGER TOGETHER | DELIVERING FOR GREAT FALLS

VenuWorks

c) Description of planned engagement activities, including meetings, listening sessions, partnerships and collaborative initiatives

FIRST 90 DAYS: LISTEN, RECONNECT, BUILD

VenuWorks will use the first 90 days of management to establish a strong foundation of trust, communication and accountability with the City and the broader Great Falls community. We will approach the transition with an open mind and a **fresh-start mentality**—meeting directly with City leadership, employees, legacy users, current and former renters, cultural organizations, schools, businesses, nonprofits and other stakeholders to understand what is working, where relationships or processes have broken down, and where opportunities exist to forge stronger connections.

Our goal is not simply to gather feedback, but to **rebuild confidence and create a new culture of partnership** around the Civic Center. That means listening without preconceptions, acknowledging past concerns, re-engaging organizations that may have stepped away, strengthening valued long-term relationships, and building new partnerships where opportunities have been missed. Trust will be earned through responsiveness, transparency, and follow-through, with stakeholders seeing tangible evidence that their input is heard and acted upon. These early conversations will shape a Community Engagement Action Plan for the remainder of Year One and establish an ongoing framework for collaboration between VenuWorks, the City and the Great Falls community.

In the first 90 days of assuming management of the Civic Center VenuWorks commits to:

DAYS 1–30 — LISTEN

- **City Leadership Meetings**
  Individual meetings with the City Manager's Office, elected leadership, Advisory Board and key City departments.
- **Legacy User Meetings**
  One-on-one discussions with major recurring arts, cultural and community users.
- **Current User Review**
  Review active contracts, annual schedules, service issues, and customer history.
- **Former User Outreach**
  Contact organizations that have reduced or discontinued Civic Center use to understand why.
- **Internal Staff Listening Sessions**
  Frontline employees frequently understand recurring customer frustrations better than anyone.

DAYS 31–60 — RECONNECT

- **Arts & Cultural Roundtable**
  Bring together local performing-arts, cultural and educational organizations to discuss calendar, programming and partnership opportunities.
- **Tourism / Downtown / Business Roundtable**
  Engage Visit Great Falls, Chamber, downtown organizations, hotels, restaurants and economic-development partners.
- **Community & Nonprofit Roundtable**
  Identify ways the Civic Center can better support nonprofit and civic activity.
- **School & Education Outreach**
  Identify performance, educational, internship and workforce development opportunities.
- **Former User Win-Back Strategy**
  Translate feedback into specific operational, pricing, communication or service solutions where appropriate.

DAYS 61–90 — BUILD

- **Community Open House / Behind-the-Scenes Event**
  Invite residents into the Civic Center to rediscover the building, learn about programming and meet the management team.
- **Community Partner Program**
  Formalize relationships with appropriate recurring local organizations.
- **Annual Stakeholder Calendar**
  Establish recurring quarterly or semiannual engagement rather than allowing the initial 90-day effort to end.
- **Community Engagement Action Plan**
  Present key findings, actions taken, unresolved issues and Year-One priorities to the City.

d) Outline of feedback mechanisms to inform programming and operations (eg., surveys, advisory input, public forums).

Engagement Goals, Performance Metrics & Reporting

Community engagement is only meaningful if it results in stronger relationships, improved experiences, and measurable progress. VenuWorks will therefore establish clear engagement goals from the outset and use a combination of quantitative metrics, direct stakeholder feedback, and established customer satisfaction tools to evaluate performance throughout the year. Our objective is not simply to count meetings or surveys, but to determine whether *legacy users feel better supported, former users are returning, community organizations see the Civic Center as a stronger partner, event clients are more satisfied, and residents feel increasingly connected to the facility*.

VenuWorks has developed a comprehensive approach to customer and client satisfaction across its managed venues. Every interaction matters, whether with a ticket buyer, rental client, promoter, community partner, volunteer, City employee or long-standing cultural user. We measure those experiences systematically, identify patterns, and convert the findings into operational improvements. For Great Falls, that same methodology will become an important component of the Community Engagement Plan.

Listen. Act. Report Back.

Feedback will not be collected simply for the purpose of producing survey statistics. Recurring themes will be reviewed by the local management team and incorporated into programming, operating procedures, training, capital priorities, and annual business planning. Feedback results will be available to management promptly, so concerns can be addressed while they are still relevant rather than waiting until year-end.

VenuWorks will create multiple ways for users and residents to provide feedback because different stakeholders communicate differently.

Event Client Feedback

Post-event surveys for renters and promoters addressing:
Booking • Communication • Event Planning • Facility Condition • Technical Support • F&B • Staff Service • Value • Likelihood to Return

Patron Feedback
QR codes and digital surveys covering:
Ticket Purchase • Arrival/Parking • Staff Service • Concessions • Facility • Accessibility • Overall Experience • Programming Interests

Legacy/User Partner Feedback
Structured check-ins with recurring users before and after their season or major events.
Advisory Input
Regular Mansfield Theatre Advisory Board discussion on programming, facility use and community priorities.

Community Listening Sessions
Periodic facilitated meetings around major changes, rates, programming, access or facility improvements.

Digital Listening
Social comments, online reviews, emails, and direct communications are tracked and categorized.

Lost-Business Feedback
When a potential renter chooses another venue, record **why**: price, date, facility condition, AV, service, communication, hotel package or another reason.

Issue Tracking
Complaints and significant concerns should not disappear into email inboxes. They should be logged, assigned, tracked to resolution, and included in management reporting.

VenuWorks Performance Improvement Cycle
PLAN
Establish the Year-One engagement strategy, stakeholder map, customer-service expectations, and baseline performance measures. Individual events will also have detailed Event Orders identifying client needs, event requirements, staffing, service expectations, and operational responsibilities.

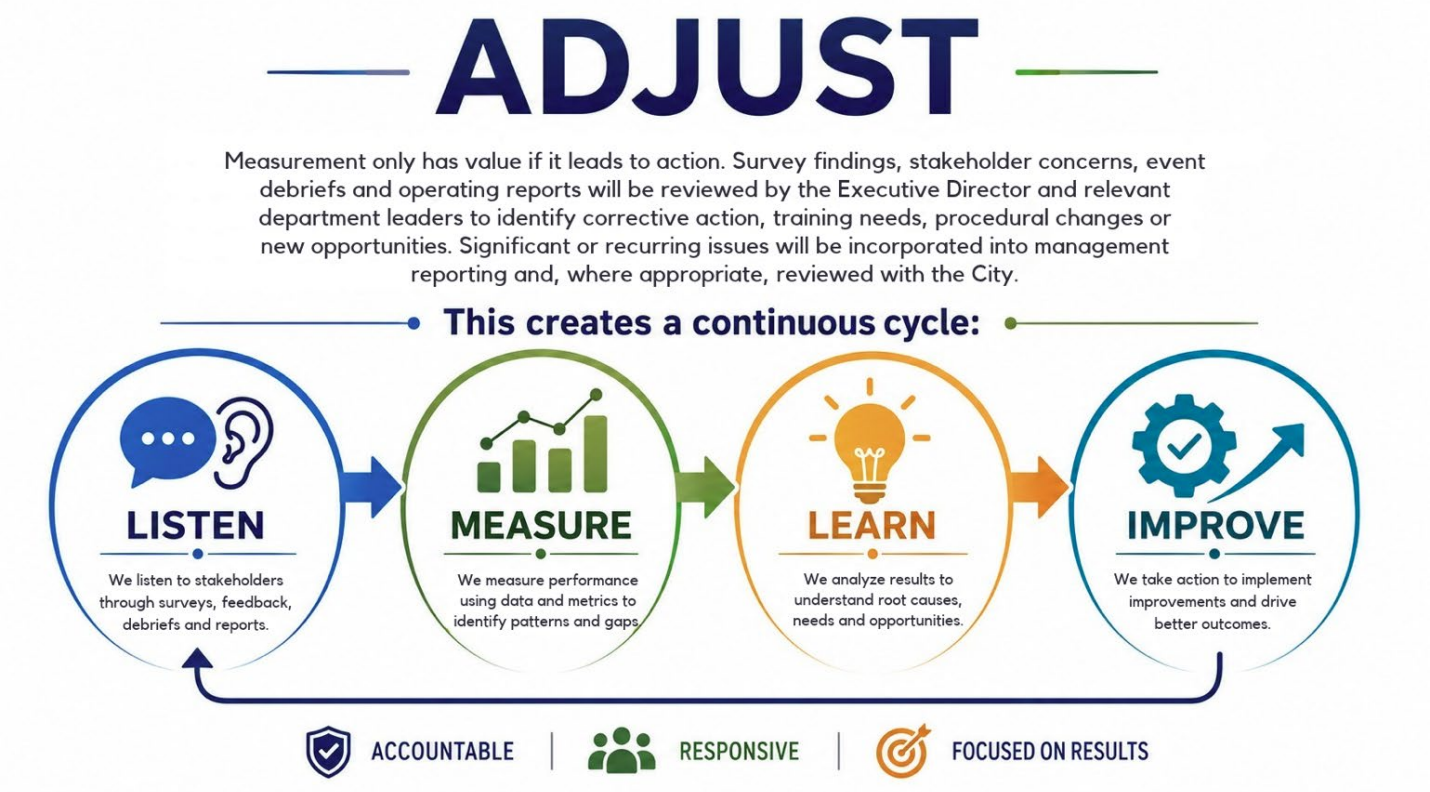
EDUCATE
All full- and part-time employees will participate in VenuWorks customer-service training, ensuring that community engagement is reinforced through everyday interactions. Training includes orientation, facility familiarization, service expectations, communication skills, problem resolution, and supervisor leadership.

EXECUTE
Engagement and service expectations are incorporated into daily operations through event briefings, staffing plans, supervisor checklists, customer-service standards, and clear accountability for client and stakeholder relationships.

EVALUATE

VenuWorks will continually measure performance using multiple feedback tools rather than relying on a single annual survey. These may include:

- **VenuWorks Customer Satisfaction Surveys** for event clients and facility users
- **"Tell Us About It" QR-code surveys** positioned in public areas to capture real-time patron feedback
- **Post-Event Client Surveys and Debriefs** with renters, promoters and community partners
- **Mystery Shopper Evaluations** where appropriate
- **Event-Day Quality-Control Observations and Supervisor Reports**
- **Intercept And Patron Surveys**
- **Community And Stakeholder Surveys**
- **Complaint And Issue Tracking**
- **Departmental SWOT Reviews and Management Evaluations**.



e) Defined engagement goals, measurable performance metrics, and reporting structure to the City.

Year-One Community Engagement Commitments

VenuWorks proposes the following initial commitments for Year One:

- **100% of identified major current and legacy users** contacted during the initial transition period.
- **100% of identifiable significant former users** contacted, or an outreach attempt documented, within the first 90 days.
- **Within 90 Days** — complete a community stakeholder map and Community Engagement Action Plan identifying priorities, concerns, opportunities and follow-up responsibilities.
- **Quarterly** — conduct a Community Partner Forum, stakeholder roundtable or equivalent structured engagement session.
- **Ongoing** — offer post-event feedback opportunities to major rental clients, promoters, cultural partners and event organizers.
- **Monthly** — include community engagement activity, client feedback, significant issues and corrective actions within the City's operating report.
- **Quarterly** — report on stakeholder activity, user retention, former-user re-engagement, customer satisfaction, community programming and partnership development.
- **Annually** — provide a Community Engagement & Impact summary as part of the Civic Center's annual business and performance report.

Performance Metrics to Track

Relationship Metrics

These measures will demonstrate whether VenuWorks is successfully building and maintaining meaningful partnerships:

- stakeholder meetings and engagement sessions
- legacy-user retention
- former-user outreach and re-engagement
- number and depth of community partnerships
- school and educational partnerships
- nonprofit and civic collaborations
- tourism, downtown and local-business partnerships
- repeat-user and repeat-client activity.

Participation Metrics

These measures will help determine whether engagement is translating into greater community use of the Civic Center:

- community and nonprofit event days
- school and student participation
- attendance at community programming
- first-time facility users
- volunteer participation
- participation in community open houses and outreach initiatives
- utilization of community or preferred user programs.

Experience & Satisfaction Metrics

- VenuWorks will monitor the quality of the experience delivered to multiple stakeholder groups, including:
- rental-client satisfaction
- legacy-user satisfaction
- patron satisfaction
- promoter and touring-client satisfaction
- likelihood to recommend the Civic Center
- likelihood to return or rebook
- complaint volume and category
- response and resolution times
- recurring service issues
- qualitative feedback from stakeholder meetings and surveys.

Because *everyone who interacts with the Civic Center is a guest*, these measures will encompass more than ticket buyers. Event planners, promoters, community organizations, artists, staff, volunteers, vendors and City partners all contribute to—and experience—the overall operation.

Community Impact Metrics

Where measurable, VenuWorks will also report broader community-benefit activity, including:

- charitable and nonprofit partnerships
- fundraising supported or facilitated through Civic Center events
- volunteer hours
- donated or community-supported facility use
- local vendor participation
- educational and internship opportunities
- local-business involvement
- community-generated events and programs.

Establishing the Great Falls Baseline

VenuWorks does not recommend establishing arbitrary satisfaction percentages before reliable baseline information exists. During the first 90 days, we will collect and validate existing customer feedback, survey current and legacy users, establish satisfaction benchmarks, and identify the most meaningful indicators for the City.

Once those baselines are established, VenuWorks and the City can agree upon realistic annual performance targets for customer satisfaction, user retention, engagement, issue resolution and community participation. Subsequent reporting will measure actual results against those agreed targets and show both progress and areas requiring additional attention.

Closing the Feedback Loop

Each event client will be encouraged to provide feedback following their event, supported by direct communication from venue leadership and, where appropriate, a post-event debrief. Feedback will be reviewed by the Executive Director and relevant staff, with recurring findings elevated to VenuWorks regional leadership and the City when appropriate.

The purpose is not simply to generate a satisfaction score. It is to create an operating culture in which the Civic Center consistently asks: ***What did we hear? What did we learn? What did we change? Did it improve the experience?*** That accountability will allow VenuWorks and the City to demonstrate measurable progress while continually improving the Civic Center's service to its users and the Great Falls community.

f) Examples of comparable community engagement programs successfully implemented at similar facilities

VenuWorks does not simply operate public facilities; we become long-term partners in the communities that own them.

Our commitment to community engagement is demonstrated through the programs, partnerships, and relationships we have built across publicly owned venues throughout the country. While every community is different, our approach is consistent: listen locally, identify meaningful opportunities for involvement, and develop initiatives that reflect the priorities of the people the venue serves. These efforts extend well beyond hosting community events and include partnerships with schools, nonprofits, civic organizations, local businesses and municipal leaders; educational and workforce-development programs; charitable initiatives; volunteerism; and home-grown programming designed to strengthen the venue's role as a community gathering place. The following examples demonstrate how VenuWorks has translated this philosophy into measurable, long-term community partnerships at facilities comparable to the Great Falls Civic Center.

Pelham Civic Complex & Ice Arena — Pelham, Alabama
Building Municipal Trust Through Performance and Community Partnership
Since assuming management of the Pelham Civic Complex & Ice Arena in 2021, VenuWorks has built a close partnership with the City of Pelham that combines municipal collaboration, community programming, educational outreach and measurable operational improvement. The relationship demonstrates an important element of VenuWorks' approach to public-private partnerships: trust is not assumed at the beginning of a contract—it is earned through performance, transparency, responsiveness and consistent follow-through.

VenuWorks has strengthened the Complex's connection with the community through graduations, church functions, fundraisers and locally focused events such as the Southern Christmas Bazaar, while partnerships with organizations such as *Kidz Outdoors* have helped expand inclusive community programming.

Education has become another important part of the venue's community role. Recognizing that Alabama is not a traditional ice-skating market, VenuWorks partnered with Pelham schools to introduce skating into the kindergarten physical-education curriculum. In 2024, 237 students learned basic skating skills, promoting physical activity while introducing a new generation of local children to the Civic Complex. The partnership has also produced significant operational and financial results. VenuWorks has expanded public programming, strengthened banquet and food-

and-beverage operations and helped transform the City's operating position from a substantial annual deficit to a positive result.



A Partnership Validated by the City

Perhaps the strongest measure of the relationship, however, comes directly from Pelham Mayor Rick Wash.

In an unsolicited August 2026 message recognizing Executive Director Seth Greenberg and the VenuWorks team, Mayor Wash acknowledged that he had been "very skeptical" when the City initially contracted with VenuWorks and had questioned whether an outside management company would maintain the same attention to detail expected by Pelham.

After working with VenuWorks, he wrote: *"All my fears have been put to rest. Seth and his crew do an amazing job and represent the city with both honor and integrity. They are the true meaning of the right way to do things."*

Mayor Walsh went on to emphasize how much the City values its relationship with VenuWorks and the importance of the local Executive Director to the City's team.

RiverCenter & Adler Theatre — Davenport, Iowa

Community engagement at the RiverCenter and Adler Theatre is not limited to occasional charitable events; it is woven into the way the facilities operate, program and serve the Quad Cities region. VenuWorks' relationship with the City of Davenport dates to 1997, making it the company's longest-standing municipal partnership and a strong example of how sustained collaboration, local accountability and community-centered management can strengthen a public asset over time. The City recently extended that partnership through June 30, 2029.

Today, the RiverCenter and Adler Theatre host more than **200 planned events, welcome more than 200,000 guests and account for more than 1,000 event-use days annually**, with a calendar that includes conventions, Broadway productions, cultural celebrations, nonprofit programs, community gatherings, sporting events and large-scale competitions. Long-standing community traditions such as the Festival of Trees, Humane Society expos, Chamber events and other nonprofit and civic programs reinforce the venues' role as gathering places for the region.



The Adler Theatre also uses programming to expand cultural and educational access. Funding through the Quad City Cultural Trust has supported free gospel concerts and educational performances**,** while recent Symphony Day matinees introduced approximately 7,000 schoolchildren to classical music**.** VenuWorks has also developed internships in theatre management and culinary arts to provide local students with exposure to careers in the venue and hospitality industries.

The RiverCenter's food and beverage program demonstrates community involvement beyond programming. Initiatives have included:

- **Quad City Food Rescue Partnership** — recognized as Business Member of the Year.
- **Scott Community College Advisory Board** — contributing to hospitality and culinary education.
- **Culinary Urban Gardens** — sustainability education and produce donated to food pantries.
- **Iowa ProStart Mentoring Chef Program** — providing culinary skills training to local high-school students.

VenuWorks also works collaboratively with *Visit Quad Cities***,** local businesses, nonprofit partners, promoters, meeting planners, community leaders and regional stakeholders, recognizing that the RiverCenter and Adler Theatre are part of a broader downtown and regional ecosystem rather than stand-alone facilities.

Cedar Rapids, Iowa
More Than 20 Years of Municipal Partnership & Community Stewardship



For more than two decades, VenuWorks has served as a trusted partner of the City of Cedar Rapids, managing a portfolio of entertainment, sports, performing arts and tourism assets that includes the Alliant Energy PowerHouse, Paramount Theatre, ImOn Ice Arena, McGrath Amphitheatre and Cedar Rapids Tourism Office.

Community programming is woven throughout the Cedar Rapids operation, including:
July 4th Freedom Festival • Movies on the Riverfront • Latino Festival • Festival of Lights • Walk to End Alzheimer's • Cedar Rapids Community Concerts • Try Hockey for Free

That relationship illustrates what VenuWorks means by long-term public-private partnership. Our role in Cedar Rapids has extended far beyond operating buildings. VenuWorks has worked alongside the City through major community challenges, protected important civic and cultural

assets, supported downtown revitalization, developed new public spaces and helped preserve community traditions during periods of extraordinary disruption.

When historic flooding devastated Cedar Rapids in 2008, VenuWorks helped lead the $32 million restoration of the Paramount Theatre and reconstruction of the former U.S. Cellular Center, while also finding solutions to keep major community events operating during the recovery. Following the 2020 derecho, VenuWorks again worked with the City to coordinate a $7 million rebuild of ImOn Ice Arena and address significant damage to the Alliant Energy PowerHouse.

The relationship has also created new community assets. VenuWorks helped develop the McGrath Amphitheatre, a dual-purpose venue incorporated into Cedar Rapids' flood-protection system while creating a new outdoor gathering place for concerts, festivals and community activity.

When the community's former convention and visitors bureau was dissolved in 2018, the City again turned to VenuWorks—this time to operate the Cedar Rapids Tourism Office. That expanded role reflects the confidence developed over decades of partnership and allows venue programming, tourism, sports recruitment and destination marketing to work together for the benefit of the broader community.

These activities sit alongside Broadway, concerts, sporting events and conventions, creating a calendar that serves residents while attracting visitors and economic activity to the city.
In 2025, *CR Events Live*! venues generated approximately **$41.35 million** in annual economic impact, attracted more than **421,000 attendees** and hosted nearly **3,000 events**, demonstrating the scale of community and economic activity that can result from a mature municipal partnership.

Chesapeake Conference Center — Chesapeake, Virginia
Chesapeake demonstrates how a venue can integrate charitable organizations into home-grown programming and everyday operations. The venue's Lunch with Chef series uses recurring First Friday events to spotlight local nonprofits, provide them with promotional space and encourage attendees to donate requested items in exchange for lunch incentives. Partner organizations have included Scouts, environmental groups, Humane Society programs, family-support organizations, NAMI, NAACP and community-school initiatives.



The annual Princess Ball also incorporates charitable fundraising and nonprofit participation, providing another example of VenuWorks creating programming that simultaneously generates activity and benefits community organizations.

At the August 2026 Chesapeake Parks, Recreation and Tourism (PRT) Advisory Board meeting, Contract Administrator for the Chesapeake Conference Center Mike Barber stated for the record that *"the Conference Center is a vital part of the community, that VenuWorks is doing an excellent job across the board, and that I am extremely pleased with the leadership guiding the facility.*

North Shore Center for the Performing Arts — Skokie, Illinois
Community Access, Education & Local Leadership

Since assuming management of the North Shore Center for the Performing Arts in July 2022, VenuWorks has worked to strengthen the Center's role as a cultural and community hub for Skokie and the surrounding North Shore. The approach combines expanded programming, educational access, strong resident-company relationships, local arts participation, and visible civic leadership by the venue management team.

The Center also remains an important home for local arts organizations. In one recent season, **nine local dance studios** used the facility for rehearsals and recitals, generating approximately **30 performances and nearly 13,000 attendees**. Community-facing programming also includes foundation galas, free performances such as the U.S. Army Field Band, educational programming and culturally diverse events such as the annual Spanish dance Festival Flamenco Passion.

Transparency is also embedded in the municipal relationship. The Center reports regularly to the Village of Skokie Performing Arts Center Board, keeping local leadership informed about programming, operations, financial performance and community activity. At the same time, VenuWorks has demonstrated that greater community access and stronger financial performance can advance together. Attendance grew from **46,827 in 2022 to 151,260 in 2025**, while expanded programming, concessions improvements and strategic reinvestment strengthened the Center's overall financial position.

One of the strongest examples of community programming is **Youtheatre**, which provides full theatrical experiences to nearly **8,000 school-aged children each year**. Through low-cost and complimentary admission for underserved schools, students are introduced to live theatre through productions such as *Charlotte's Web*, helping remove financial barriers to participation while developing future performing arts audiences.

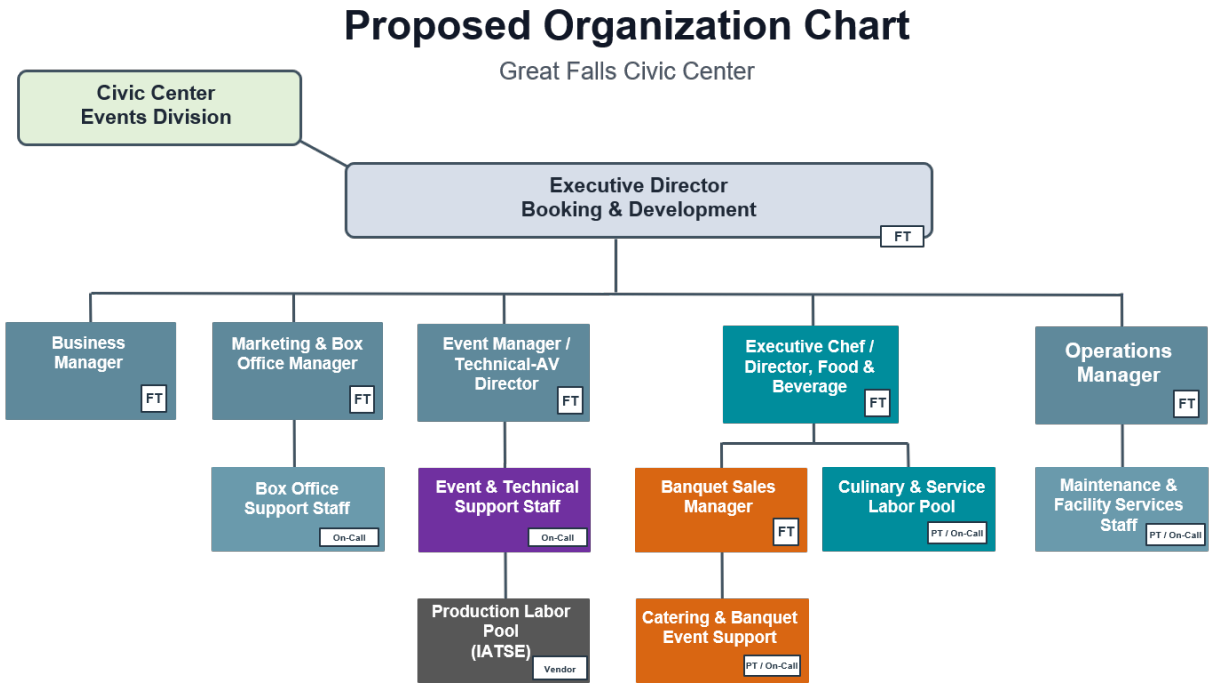


VenuWorks' engagement extends beyond the walls of the venue. The North Shore Center Executive Director serves in leadership with the *Skokie Valley Rotary Club* and holds a position on the *North Shore Convention & Visitors Bureau Board*, ensuring that the Center remains connected to civic, tourism and business priorities throughout the community.

a) Submit a proposed organizational structure for the management of the Civic Center, including full-time personnel, regularly scheduled part-time staff, contracted service providers, and any supporting roles at both the local and corporate levels. Identify key management personnel proposed for the project and include resumes and relevant qualifications.

MANAGEMENT ORGANIZATIONAL CHART

From our experience in managing comparable venues, we have developed the following staffing model for the Great Falls Civic Center.



Note: *The Banquet Sales Manager reports to the Executive Chef / Director of Food & Beverage to align catering sales, pricing, staffing, service, and financial execution.*

FT = Full-Time | PT = Part-Time | On-Call = Event-based/on-call labor

Executive Director Candidates

VenuWorks will conduct a national search for an Executive Director for the Great Falls Civic Center. We will bring in our finalists to meet with the City of Great Falls to determine the right candidate for the job.

Executive Director Responsibilities

- Overall responsibility for financial and staff management and answers to the City
- Management of calendar including amp and banquet spaces
- Prepare house scaling and review promoter offers; create risk analysis and seek owner approval for down-side risk.
- Issuance of Contracts and Insurance; and approval of all show settlements

- Sales: Booking, booking, booking. Includes third party rentals; third party promoter rentals and co-pros; "VenuWorks Presents" rentals and co-pros; and venue straight talent buying.
- Sales: Seek out corporate meetings/workshops/private parties/banquets with area businesses to be held on-stage or in banquet space.

b) Describe the proposed reporting relationships between on-site facility management, your organization's corporate leadership, and the City.

All VenuWorks locations report directly to one of our regional vice presidents. The Great Falls Civic Center will report directly to our Western Region Vice President, Tom Richter. He will be the point of contact for VenuWorks to oversee the account and work directly with any of your needs. Tom will come to Great Falls on a regular basis to ensure all operations run smoothly. Other corporate staff will also come to the venue from various departments to provide support, training, and assistance as needed.

The local team runs the venue, but it is never operating alone. The venue staff have direct access to the Regional Vice President and corporate specialists in finance, HR, programming, marketing, ticketing, food and beverage, operations, safety, technology, and risk management.

c) Provide examples of the operational and financial reporting formats your organization uses to communicate performance and accountability to governmental clients.

<u>Reports Customized to Your Needs</u>
Detailed reports are customizable to the needs of each client. On the following pages we have included two recent reports from the VenuWorks-managed Rialto Square Theatre in Joliet, IL. These reports include:

- Profit & Loss Summary Report from May 2025
- Balance Sheet Summary Report from May 2025

Profit & Loss Summary	Period Actual	Period Budget	Current YTD Actual	Current YTD Budget	Annual Budget
Income					
4000 Building Rent Income	36,989	45,300	481,192	530,650	554,250
4200 Contractually Obligated Income	18,208	20,500	203,924	235,000	250,000
4300 Reimbursed Event Expenses	80,889	40,610	886,868	824,795	824,795
4400 Contributed Income	40,000	40,000	109,937	80,000	80,000
4500 Food & Beverage Income	51,232	33,411	495,615	513,490	513,490
4600 Food & Beverage Income - Catering	1,638	2,112	21,584	17,516	17,516
4700 Other Event Income	67,613	41,862	975,798	715,710	715,710
4900 Other Income	6,508	6,000	101,876	66,000	72,000
Total Income	303,078	229,795	3,276,793	2,983,161	3,027,761
Cost of Goods Sold					
6000 Cost of Goods Sold	8,372	7,184	96,480	110,400	110,400
Total Cost of Goods Sold	8,372	7,184	96,480	110,400	110,400
Gross Operating Profit	294,706	222,611	3,180,313	2,872,761	2,917,361
Expense					
7000 Personnel Expense	135,951	134,722	1,500,238	1,566,013	1,678,322
7100 General & Administrative Expense	7,462	7,877	44,073	55,337	58,664
7200 Occupancy Expense	34,864	59,915	418,751	679,765	736,047
7300 Services & Operations Expense	21,518	27,775	273,137	286,525	306,300
7400 Event Expense	77,889	32,950	838,750	611,257	611,257
7500 Food & Beverage Expense	94	501	6,062	7,702	7,702
7600 Building-Specific Expenses	-	-	-	-	-
Total Expense	277,778	263,740	3,081,011	3,206,599	3,398,292
Net Ordinary Income	**16,928**	**(41,129)**	**99,302**	**(333,838)**	**(480,931)**
Non-Operating Income & Expense					
8000 Other Non-Operating Income	395,469	-	419,296	-	-
9000 Other Non-Operating Expense	38,308	43,971	2,252,846	488,390	532,025
Total Non-Operating Income & Expense	357,161	(43,971)	(1,833,550)	(488,390)	(532,025)
Net Income	374,089	(85,100)	(1,734,248)	(822,228)	(1,012,956)

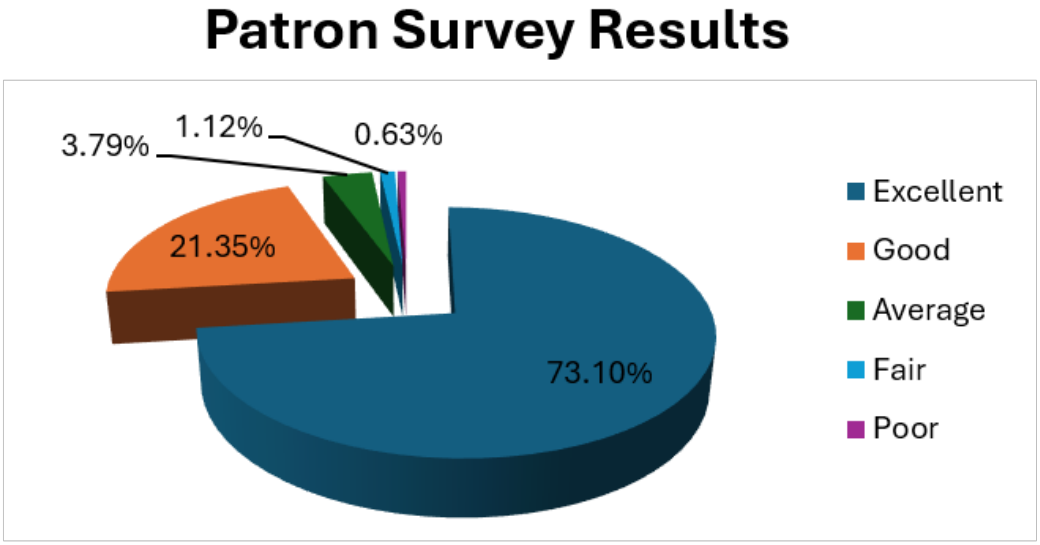
VenuWorks of Joliet, LLC
For the Period Ending
5/31/2025

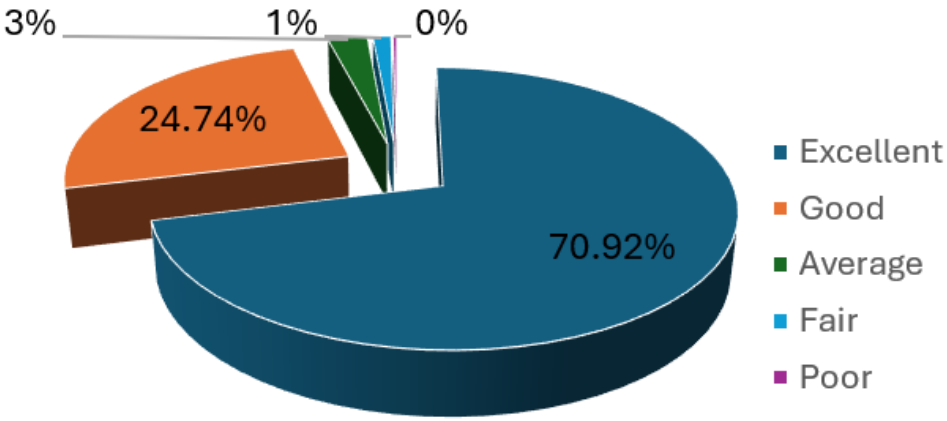
Balance Sheet Summary

Current Assets		
1000	Current Asset - Checking/Savings	3,491,165
1100	Current Asset - Cash	10,376
1200	Accounts Receivable	3,549
1400	Inventory	17,240
1600	Other Current Assets	1,735,499
1650	Prepaid Expenses	85,199
1700	Due From/(To) Intercompany	65,445
	Total Current Assets	5,408,474
Other Assets		
1900	Capital Assets	9,218,159
	Total Other Assets	9,218,159
Total Assets		**14,626,633**
Current Liabilities		
2000	Accounts Payable	177,128
2100	Other Current Liabilities	348,744
2200	Deferred Revenue	6,710,927
2300	Taxes Payable	5,165
2400	Due To/(From) Intercompany	4,435
	Total Current Liabilities	7,246,399
Long-Term Liabilities		
2600	Long-Term Liabilities	2,270,679
	Total Long-Term Liabilities	2,270,679
Total Liabilities		9,517,078
Equity		
3000	Equity	6,843,804
	Net Income	(1,734,248)
Total Equity		5,109,555
Total Liabilities & Equity		**14,626,633**

Surveys

We utilize surveys to identify strengths and weaknesses in our operations. We ask guests to evaluate their respective experiences and then we review them as a team. Each department is held accountable for their level of service. If there are items or customers to follow up with, we do so immediately. Team leaders are responsible to follow up their staff or evaluate procedures. This process is extremely valuable in our business growth.





d) Describe the roles and responsibilities of personnel assigned to ensure the facility is maintained in accordance with recognized industry standards, including oversight of maintenance, repairs, and the overall physical condition of the Civic Center.

MAINTENANCE, REPAIR AND FACILITY STEWARDSHIP

VenuWorks approaches facility maintenance as a critical component of operational excellence, financial performance, and responsible stewardship of public assets. Our objective is to protect the City's investment, extend the useful life of building systems and equipment, control operating costs, and ensure that the Great Falls Civic Center remains safe, functional, efficient, and attractive for guests, tenants, employees, and event organizers.

Our mission focuses on two major strategic efforts: maintaining and adopting efficient and effective cost control procedures; and maximizing greater revenues. We employ best practices in all areas of facility operations and utilize our distinct understanding of the unique elements of event and facilities operations to ensure success. The combined expertise of our staff, along with the extensive resources available through our network, affords our venues unparalleled standards of operational excellence.



Dedicated facility professionals will implement a comprehensive preventive maintenance program based on manufacturer recommendations, regulatory requirements, equipment condition, and operational priorities. Maintenance schedules, inspections, work orders, and repair histories will be documented and monitored to identify emerging issues early, reduce unexpected failures, and minimize costly emergency repairs.

For specialized systems—including HVAC, electrical and mechanical equipment, elevators, escalators, fire and life-safety systems, and other technical infrastructure—VenuWorks will engage

qualified and reputable service providers as appropriate. All maintenance practices will be conducted in accordance with applicable codes, regulations, and industry standards, including OSHA, ADA, ASHRAE, environmental health and safety requirements, and local building and fire codes.

VenuWorks will also pursue operating efficiencies through energy-conscious scheduling, reduced equipment use during periods of low occupancy, preventive maintenance, utility monitoring, and the use of energy-efficient systems and fixtures where practical. When major repairs or capital replacements are identified, we will work collaboratively with the City to evaluate priorities, develop budgets, and establish a practical implementation plan.

Our facility maintenance program focuses on three primary areas:

- **Life Safety and Regulatory Compliance**: Routine inspections, documented testing, and corporate operational audits will help ensure that life-safety systems, public spaces, work areas, and building equipment remain compliant and properly maintained. Any identified deficiencies will be addressed promptly or incorporated into a coordinated corrective-action plan. Rarely, where these repairs come at a significant expense or require an extended repair timeline, will VenuWorks coordinate with the City to create an appropriate plan for resolving the matter.
- **Cost Efficiency and Asset Preservation**: Proactive maintenance, energy management, equipment monitoring, and timely replacement planning will reduce avoidable operating expenses, extend equipment life, and support informed capital-investment decisions. This may involve straightforward measures such as upgrading standard light and plumbing fixtures to reduce operating costs or identifying opportunities for capital replacement of existing systems to improve energy efficiency. We remain committed to evaluating and implementing these and other cost-saving initiatives to drive long-term sustainability and value.
- **Facility Appearance and Guest Experience**: As with any major public facility, it is important that the Great Falls Civic Center remain competitive and aesthetically attractive for all our users and guests. As appropriate during a given budget year, VenuWorks will commit resources to non-safety and non-efficiency related projects that contribute to the Credit Union of Texas Event Center's 'brand' appearance. These projects may include deep cleaning, fixture replacement, painting, signage improvements, exterior maintenance, landscaping, and other enhancements that strengthen the Event Center's brand and guest experience.

REPAIR AND MAINTENANCE METHODOLOGY

VenuWorks will employ a maintenance department dedicated to servicing the Great Falls Civic Center. As the facility ages, the maintenance requirements grow. To keep the associated cost in check, we will implement an Energy Efficiency Audit - where the facility team will meet with a local engineering firm to provide guidance toward improving the efficiency and reliability of lighting systems within the facility.

MAINTENANCE AND CUSTODIAL MANAGEMENT

VenuWorks uses 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.

MAINTENANCE MANAGEMENT SYSTEM

VenuWorks CMMS (Computer Maintenance Management System) supports, integrates, and monitors the maintenance program. It tracks and measures both corrective and preventive maintenance for all equipment and assets, ensures compliance with safety and regulatory standards, monitors inventory, manages contracts and contractors, and oversees departmental purchasing activities. This dynamic, continuously updated database incorporates best practice procedures to maximize efficiency. By integrating internet-based work orders with mobile devices, the CMMS streamlines operations through a paperless workflow. Work orders generated during daily inspections are entered into the system and automatically prioritized and distributed to technicians in real time. This tailored solution eliminates duplicate entries, optimizes task management, and enhances performance, ultimately driving efficiency, and reducing costs.

Specifically, we will provide:

- **Facility Benchmarking**—to assess staffing, purchasing services, supplies, and utilities.
- **Equipment Database**—Maintaining information on more than 1.5 million pieces of electromechanical equipment.
- **Life-cycle Analysis**—Aiding in cost analysis by providing repair history to help determine whether to repair or replace current equipment.
- **Equipment Audit Program**—to build a database that enables systematic anticipation of scheduled maintenance requests and provides information for warranty protection and replacement assessment.
- **Tracking Capabilities**—Tracking people, training, maintenance schedules, and major and minor projects.
- **Customer Satisfaction Audit**—Assessing customer satisfaction and providing a benchmark for evaluating future satisfaction scores.
- **Formalized Maintenance Summaries**—accurately determining both long- and short-term maintenance needs and generating inspection forms and procedures.

e) Explain your approach to procuring and overseeing third-party service providers, including the types of services anticipated and where they would be utilized within Civic Center. Identify any affiliated companies that your organization may recommend for consideration on this project.

As a general rule, VenuWorks prefers to use its own in-house personnel to provide the majority of operational services. This method allows the operator greater control of training, applied techniques, quality control, and labor management. However, subject to the event schedule,

preventive maintenance required, and different skill sets that are needed, VenuWorks engages qualified and licensed subcontractors to perform specific services.

For services that VenuWorks does outsource, it utilizes local business, but also leverages relationships cultivated on the national level to bring the best services at the lowest cost to the City.

Each subcontractor is held to the same high standards of VenuWorks' full-time personnel for accountability, cash controls, uniforms and appearance of personnel. We consistently evaluate the performance of our operation & management to ensure the most cost-effective means of providing the best service.

The process for managing subcontracts starts with an explicit definition of the scope of services and requirements in a request for proposal. Once a winning provider is selected, the scope of works and explicit benchmarks are further defined in a contract that include defining qualitative and quantitative benchmarks including performance measures, where applicable that must be met to achieve contract compliance.

The list below describes the services that are contracted to a third-party provider versus those services that are performed by VenuWorks personnel.

CONTRACTED SERVICES

- Audio, video, lighting, LED technology
- High voltage electrical work
- HVAC preventive maintenance and repairs
- Structural inspection
- Elevator repairs and preventive maintenance
- Waste removal
- Recycling services
- Roof cleaning/repairs
- Event security
- Pest control
- Landscaping
- Fire/smoke alarm monitoring/inspections
- Building automation systems repairs/ Replacements
- IT/telecom services

VENUWORKS PERSONNEL

- Daily and low voltage electrical work
- Plumbing preventive maintenance
- General laborers and field crew, plus grounds maintenance
- Event staff
- Surveillance camera
- Glass cleaning
- Daily and event janitorial
- General carpentry and metal repairs
- Painting

BRING FOOD AND BEVERAGE SERVICES IN-HOUSE

VenuWorks proposes to bring food and beverage services in-house and no longer allow third-party vendors to provide catering and concession services in the venue. The Great Falls Civic Center has significant unrealized revenue opportunities through food and beverage services. Unlike most venues that have open catering, the Great Falls Civic Center has a fully equipped kitchen that can generate significant profit for the facility.



Our Food & Beverage Services are led by Chef Chris Carton, Vice President of Food & Beverage Services at VenuWorks. With over 40 years of culinary and hospitality expertise, Chef Carton is a graduate of the Culinary Institute of America at Greystone and a visionary leader in the industry. His 16 years at VenuWorks have driven innovation throughout our portfolio. By refining menus, elevating presentation, and fostering team development, Chef Carton has consistently enhanced guest satisfaction while implementing forward-thinking initiatives in safety and operations. His leadership has been instrumental in expanding opportunities and elevating the culinary standards in the venues we manage nationwide.

The added value we bring to our venues through food and beverage services is significant. VenuWorks provides clients with the assurance of well-prepared, quality foods presented with imagination and flair, with excellent service that is unequaled. We are proud of the superior quality our concession and catering services provide in the venues we manage.

We focus on enhancing the overall guest experience with all styles of food and beverage services. Our food and beverage teams work directly with our clients and local suppliers. We specialize in providing innovative, exciting, and regional features in our catering menus, concessions, and our premium bar services.

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

Quality Is Priceless

We manage the food and beverage operations at our venues to ensure the highest quality controls in the food and drinks we serve. Our in-house model has three chief advantages:

1. Financially it provides the most upside potential for the venue, significantly improving the net departmental profit earned. There are no subsidiaries requiring their own profit lines resulting in reduced profits.
2. Our financial reporting is transparent and our accountability to the client unfettered. We proudly stand behind our service standards.
3. 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 as well.

- Our set-up allows event planners a one-stop shopping experience in which one management entity controls scheduling, pricing, and food arrangements.
- With the venue executive director 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 ongoing quality control and direct management of menu pricing, inventory management, and financial accountability.

Policy and Procedure

VenuWorks has very high standards for our food and beverage service. We implement mandatory processes and procedures for our food and beverage teams throughout the country. These are listed in our VenuWorks Food and Beverage manuals. Site visits are periodically performed where corporate staff test actual practices against the procedures and forms as prescribed in the manual. We solicit suggestions for additions or revisions from our teams on the front lines. Our mission in support of our Food and Beverage accounts includes:

- Delivering products and services of the highest quality, including 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
- Direct and open communication from our collective kitchens to our Vice President of Food and Beverage Services, ensuring standards are maintained and all operational concerns are addressed

Maximizing Profitability



Our venues consistently provide profit margins of 25-32% on catering and 40 - 45% on concessions sales. We utilize a regionally competitive pricing model that focuses on maximum per capita capture for each style of event. This is seen in our menus where we mix design with in-depth cost analysis, providing the best pathways to success based on event styles at hand and a menu mix to match.

VenuWorks provides a variety of food and beverage styles of service including stationary and portable premium bars, Grab & Go concession kiosks, permanent and mobile unique concessions concepts and AI Pay Technology Kiosks for fast service, powered by partnerships with Amazon, Zippin and Mashgin. These concepts include premium in-seat VIP services and mobile orderings systems, indoor and outdoor services for all sizes of events and event space.

Our in-house designed food and beverage events have also been very profitable for our venues. These include Bourbon BBQ Fest, Bacon Beer Fest, Martini Shake-Off, and Distillery & Vineyard Days. Also, catering options for patios, party decks, and outdoor events have been another key factor in profitability.

The controls we place on food and beverage services are critical in identifying revenue gains. We provide accurate and transparent financial budgeting, planning, forecasting, recording, and analytics. These practices, paired with annual, monthly, and event-based inventory control programs, give us a greater understanding of product success and direction for future orders.



Premium Bar Services

Our premium bar services deliver a profitability mix of 70-80% at many of our venues. We focus on maximizing sales by providing the highest level of guest services and experiences while narrowing in on targeted event windows of sales opportunity. We utilize proven beverage management systems to ensure consistency with accurate inventory and purchasing programs. With multiple transaction points throughout our venues, we meet the demands of the event. We also utilize local and regional vendor partnerships and purchasing.



Full-Service Catering

At the Great Falls Civic Center, we will increase catering revenues catering and ancillary revenue sources through our full-service capabilities for all large and small events such as expo events, backstage artist and crew catering, outdoor functions, private pre-event gatherings, fundraisers, and in-house created events of all types. Our in-house custom designed services and menus exceed clients' needs in both catering events spaces and concessions operations.



Concessions Services

Our concessions bring 40 - 45% profitability based on per capita goals and concessions with flair and excitement that enhances the overall experiences of patrons. We accomplish this through:

- Unique event style-based concession menu designs focused on quality, exciting event-based menus, and speed of service
- National Snack, Non-Alcoholic Beverage, and Concession Specialists partnerships that ensure the best in product costs and innovations while maximizing profits and building a reputation of high-quality excellence in concessions services
- Concession styles that maximize food and beverage marketing and merchandizing in tight spaces with Grab & Go Kiosks, Portable Snack stations, Permanent Concessions areas, and Premium in-seat services.
- Regional and local partnerships and purchasing
- Signature regional concession concepts and menu design.

f) Describe your organization's policies and procedures related to risk management, safety, and security for guests, staff, and facility users. Include protocols for incident reporting, documentation, and emergency preparedness.

GUEST-CENTERED TRAINING, SAFETY AND OPERATIONAL READINESS

We believe in the philosophy that the "Guest is always right" and that every employee shares responsibility for creating a positive guest experience. Through continuous training and professional development, we equip employees to respond confidently, respectfully, and effectively in a wide range of service and operational situations.

VenuWorks values the experience and institutional knowledge of the existing workforce and will provide the training needed to align employees with our operating procedures, service expectations, and safety standards. Employees receive appropriate uniforms and participate in practical instruction that may include realistic crowd-management scenarios, accessibility and ADA awareness, emergency evacuation procedures, CPR, and responsible alcohol-service training.

Ongoing training exists in all departments at our venues, including:

- Marketing
- Ticketing
- Sales
- Maintenance
- Food and Beverage
- Event setup
- Administration
- Human Resources
- Finances
- Custodial care
- Customer service
- Front of house operations
- Technical operations



Each VenuWorks-managed facility also operates under an Employee Safety Manual outlining approved work practices and applicable OSHA workplace-safety requirements. Employees are trained that no operational task or service objective takes priority over the health and safety of guests and coworkers. By treating safety as a shared responsibility, VenuWorks builds an informed, prepared, and accountable team committed to preventing incidents and maintaining a safe, welcoming environment at every event.

g) Outline the cybersecurity safeguards your organization employs to protect operational systems and data from threats such as malware, phishing attempts, denial-of-service attacks, insider risks, and other cyber vulnerabilities.

VenuWorks has implemented security measures and controls to ensure cybercrimes such as malware, phishing, DoS attacks, and insider threats are minimized. We do not use on-site server-based applications for emails, user management, or file storage. All critical applications and files are cloud-based and hosted by industry-leading providers including Microsoft 365, Momentus, Ticketmaster, and Toast. Multi-factor authentication is mandatory for accessing critical systems and all software, operating systems, and applications must be updated with the latest security

patches. Access to sensitive data is granted on a need-to-know basis only, following the principle of least privilege. All backups are cloud-based and encrypted.

Emails are protected with advanced threat detection to detect and block phishing emails, and all computers are required to have up-to-date antivirus and anti-malware software installed. Additionally, employees are trained to recognize suspicious emails, especially those with urgent language, unfamiliar senders, or attachments and to not click on links or download attachments from unknown sources. All phishing attempts are reported to IT personnel immediately. For finance personnel, new vendor ACH and wire set-up requests must be confirmed via a telephone call to the vendor using a pre-determined telephone number from a confirmed source provided prior to the request.

Insider threats are mitigated through background checks during hiring, regular cybersecurity training, and acceptable use policies that are clearly defined and enforced. DoS attacks are reduced through working with our ISP and keeping internal network systems isolated and segmented.

h) Provide an overview of your staff training and professional development programs, including relevant certifications, continuing education opportunities, and the frequency of training for frontline staff as well as specialized departmental roles.

EVENT STAFF TRAINING AND DEVELOPMENT

VenuWorks provides comprehensive training for event staff, with every program centered on guest service, safety, consistency, and operational excellence. Our training combines current hospitality best practices with practical, venue-specific instruction so employees are prepared to represent the Great Falls Civic Center professionally and confidently.

Training programs include:

- **Orientation Training** – Introduces all event staff to the VenuWorks culture of service, including our mission, service philosophy, performance expectations, and guest-service standards.
- **Skills Training** – Provides the practical knowledge needed to perform each role successfully, including peer-led training in work procedures, customer service, alcohol awareness, job-specific responsibilities, teamwork, and facility familiarization.
- **Supervisor Training** – Supervisors play a vital role in the effective, efficient and consistent operation of the event staff. Training sessions provide an opportunity to develop the leadership, communication, problem-solving, and performance-management skills of our Supervisors, required to deliver efficient and consistent event operations. These sessions also provide a forum for supervisors to share experiences, identify opportunities, and recommend operational improvements.

QUALITY CONTROL

Consistently delivering high-quality events requires clear communication, strategic staff deployment, and active supervision. VenuWorks uses standardized operating tools to ensure employees understand their assignments, responsibilities, and service expectations. These tools strengthen coordination and accountability, helping each event run safely, efficiently, and consistently from setup through breakdown.

Our event execution tools include:

- **Crew Deployment Sheets** – Using the customized event staffing plan created during the planning phase, this document communicates to event supervisors the specific assignments and staff locations throughout the venue.
- **Supervisor Checklists** – Define required tasks, service standards, and inspection points at key intervals before, during, and after each event.
- **Event Staff Handbook** - Provides a consistent reference for facility policies, procedures, products, safety practices, and guest-service standards.
- **Event Staff Brief Sheets** – Supplement the handbook with event-specific details, schedules, assignments, special instructions, and guest considerations.

PERFORMANCE EVALUATION AND CONTINUOUS IMPROVEMENT

VenuWorks regularly evaluates event operations to ensure that personnel, financial resources, materials, and facility assets are used efficiently and effectively. By combining guest feedback, direct observation, supervisory reporting, and departmental analysis, we identify strengths, address service gaps, and uncover opportunities to improve future event performance. These findings are reviewed with venue leadership and applied to staffing, training, procedures, service standards, and resource allocation, creating a continuous cycle of accountability and operational improvement.

Our evaluation tools include:

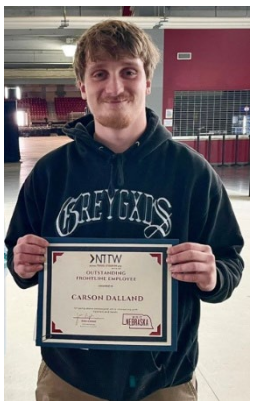
- **Customer Satisfaction Surveys** – Measure guest perceptions of service, cleanliness, safety, food and beverage, and the overall event experience.
- **Mystery Shopper Program** – Provides an independent assessment of guest-service standards and operational performance.
- **Event-Day Quality Control Team** – Monitors service delivery, facility presentation, and compliance with event expectations.
- **Supervisor Reports** – Document event results, incidents, staffing performance, and opportunities for improvement.
- **Departmental SWOT Analysis** – Evaluates operational strengths, weaknesses, opportunities, and risks to guide planning and decision-making.

PERFORMANCE ENHANCEMENT AND ACCOUNTABILITY

VenuWorks recognizes that consistently delivering exceptional customer service requires translating evaluation results into meaningful action. Although our venues consistently perform above industry benchmarks for guest experience, we continue to use customer surveys, supervisor

reports, quality-control observations, and performance data to measure progress, identify guest concerns, and uncover opportunities for improvement. These findings guide timely adjustments to procedures, staffing, training, and service delivery, enabling VenuWorks to provide exceptional experiences for guests while delivering the highest level of client service and event fulfillment for convention organizers, trade show producers, meeting planners, and other venue users.

EMPLOYEE RECOGNITION



VenuWorks maintains a comprehensive recognition program that rewards exceptional guest service, strong job performance, teamwork, and longevity. Providing our guests with the highest quality experience is essential to every decision made on an event day. Celebrating employees who consistently exceed expectations reinforces a service-focused culture, improves engagement and productivity, and encourages every team member to take ownership of the guest experience. This has created a rewarding culture that continuously looks to improve customer service, productivity, and internal operations, while entertaining our millions of guests every year.

CUSTOMER SERVICE TRAINING

VenuWorks begins with the belief that exceptional service comes from understanding the purpose behind the work—not simply completing assigned tasks. After employees receive job-specific instruction, they are encouraged to participate in a half-day interactive customer service program that develops the skills, confidence, and mindset needed to create positive guest experiences. The intention is to build engaged employees who understand the importance of their role and are prepared to represent the Credit Union of Texas Event Center with professionalism, confidence, and pride. The training is practical and relatable, teaching employees how effective communication, professionalism, and problem-solving can strengthen both workplace and personal interactions.

Core areas of instruction include:

- **Professional presentation and positive interaction** – Understanding how attitude, appearance, body language, and communication influence every guest encounter.
- **Managing challenging situations** – Approaching unusual or difficult circumstances calmly, respectfully, and with a solution-oriented mindset.
- **Safety, productivity, and shared responsibility** – Reinforcing every employee's role in maintaining a safe, efficient, and welcoming environment.
- **Facility knowledge and community pride** – Familiarizing employees with the venue's unique features, services, history, and role within the community.
- **Personal ownership of the guest experience** – Encouraging employees to recognize that every interaction can shape a guest's impression of the venue.

i) Describe how your approach to operating in a mixed-use public building where community events, performing arts, conventions, public meetings, and core municipal business must coexist.

VenuWorks has over twenty years of experience operating in a mixed-use public building that houses our venue, the Topeka Performing Arts Center, as well as the City Hall. Our approach to operating this venue centers on communication, flexibility, and clear boundaries. The Great Falls Civic Center will certainly offer a similar challenge that will require a collaborative approach between the City and the operator. VenuWorks will work closely with the City and maintain continuous open communication.

For the venue to be successful, it is imperative that the venue and the City Hall operate as two distinct entities. VenuWorks will coordinate with the City to determine use of shared event spaces and how best to coordinate access to different parts of the building. Safety and security will be at the forefront of all coordination.

a) Provide a summary describing your organization's strategy for controlling operating costs while maximizing revenue generation and overall financial performance.

VenuWorks is dedicated to minimizing operating expenses and maximizing revenues at all venues we manage. As a company, we take a holistic approach in identifying cost savings through bulk purchasing, national contracts with vendors, efficient operations and utilization of staff, strategic investments, and high-quality maintenance. To maximize revenues we utilize our food and beverage services in booking negotiations, strategic pricing and scheduling, and menu selections for each event. We also increase revenues through strategic partnerships in sponsorship, event promotion, pouring rights and naming rights.

At VenuWorks we are committed to providing our clients with the utmost confidence in the financial information of the facility, and in the financial arrangement with us as the managing partner. To ensure accurate and reliable revenue recognition and financial data, we have outlined a summary of financial controls and procedures that will be implemented.

Banking, Cash Management Controls and Procedures

Internal reviews, as well as operational and financial audits, are routinely conducted by corporate staff to ensure compliance with established procedures. Depending on client preference and reporting needs, an external audit or "agreed upon procedures review" can also be coordinated by VenuWorks with a local CPA firm. In the unlikely event of employee fraud or theft, VenuWorks maintains crime insurance with at least $500,000 for the following coverage levels; Employee Dishonesty, Depositor's Forgery, Money/Securities, Computer Theft, Wire Transfer Fraud.



All financial records, including but not limited to monthly and annual financial statements, 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. All location staff members, as well as corporate supervisors, are available to the client for consultation and financial information.

VenuWorks will maintain two separate commercial bank accounts for the Center, the Box Office Account and the Operating Account. Revenues from the sale of tickets are deposited into the Box Office Account. All event-related expenses are withheld from the Box Office receipts and transferred to the Operating Account following each event. All other Revenues generated and collected by VenuWorks are also deposited into the Operating Account. VenuWorks makes disbursements from the Box Office Account to promoters or performers in accordance with the performance contacts for the event. Budgeted operating expenses are paid from the Operating Account.

Financial Controls

The gross operating revenues for VenuWorks-managed locations amount to tens of millions of dollars each year. We take the task of safeguarding our clients' and their stakeholders' assets very seriously. All locations have specific on-site training on financial and accounting procedures.

To monitor and ensure compliance in all venues, we utilize the Momentus accounting system, the world's leading event technology platform, trusted by over 50,000 event professionals in more than 50 countries.

Elements of our systems include:

- 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

VenuWorks corporate finance staff members have remote access to the financial accounting software at each location. Monthly, financial reports and annual budgets undergo a comprehensive review process to ensure accuracy and reliability of the information.

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. VenuWorks has experienced the greatest opportunities for controlling costs 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

Reports Customized to Your Needs

Detailed reports are customizable to the needs of each client. The monthly Scorecard is one way to quickly monitor key performance indicators. Additionally, VenuWorks can provide Profit & Loss statements specific to Food & Beverage or to certain events.

b) While the City will retains final authority over major policy decisions, rate structures, access policies, and capital investment decisions, describe your firm's role in identifying potential capital projects, establishing priorities, providing justification for recommended improvements, and, where appropriate, suggesting potential funding sources or financing strategies.

VenuWorks will work cooperatively with the City to identify, document, evaluate, and prioritize capital needs. We will develop and annually update a multi-year capital improvement and replacement plan that identifies anticipated scope, timing, cost, operational impact, and potential funding sources. Recommendations will be prioritized first by life safety, code and ADA compliance, followed by asset preservation, essential system replacement, cost savings, revenue enhancement, competitiveness, and guest experience. For each significant project, VenuWorks will provide the operational and financial justification necessary to support informed decision-making, including lifecycle considerations, potential return on investment, and the consequences of deferral. Subject to City approval and applicable procurement requirements, we can assist with scope development, cost estimating, vendor solicitation, purchasing, scheduling, implementation, and project closeout. The City will retain final authority over capital priorities, funding, and project approval.

c) Disclose any costs, payments, rebates, or other forms of compensation your organization would receive under the proposed agreement beyond the stated management fee structure (including base or incentive fees), whether such compensation would originate from the City, vendors, or other third parties.

All aspects of compensation are outlined in Section 7 – Fee Structure and References. We have no hidden cost. All financial information is completely transparent with the City.

d) Submit a preliminary operating budget for the startup and transition year covering the fiscal period from October 1, 2026 through June 30, 2027 (ultimate budget start date will be dependent on commencement date of the contract).. The budget should present detailed revenue and expense line items and clearly document the assumptions used to develop the projections. Any management fees payable to your organization, including base, incentive, or other fees—must be clearly identified.

Please refer to the document "Preliminary Operating Budget" that was submitted with this proposal.

e) Provide a preliminary multi-year operating pro forma covering the subsequent four (4) fiscal years of stabilized operations, beginning July 1, 2027 and concluding June 30, 2031. The projections should reflect anticipated revenues, expenses, and underlying financial assumptions for the facility during normal operations.

Please refer to the document "Preliminary Operating Budget" that was submitted with this proposal.

f) Propose performance metrics used to track financial success.

We will utilize the following metrics to track financial success:

- Operating margin: $\frac{\text{Total Revenue} - \text{Total Expenses}}{\text{Total Revenue}}$
- Gross operating profit or net operating income
- Actual revenue compared with budget
- Actual expenses compared with budget
- Operating subsidy or deficit compared with budget
- Earned-revenue ratio: $\frac{\text{Earned Revenue}}{\text{Total Revenue}}$
- Days cash on hand
- Monthly cash-flow performance
- Material budget variances and rolling year-end forecast
- Profitability by department, revenue center, and individual event

a) Base Management Fee

VenuWorks will utilize a Base Management Fee structure for the Great Falls Civic Center. We propose the following:

VENUE MANAGEMENT COMPENSATION AND CONTRACT TERMS PROPOSED BY VENUWORKS

SCOPE OF SERVICES: VenuWorks proposes to provide comprehensive management services, including financial administration, HR, entertainment programming, marketing, operational and food/beverage services for the Great Falls Civic Center.

TERM OF CONTRACT PROPOSED: VenuWorks proposes a contract term of ten years, with the option for two five-year renewal terms, subject to mutual approval of both parties.

BOOKING POLICY: VenuWorks will work within the booking policy as approved by the City of Great Falls to develop a mutually acceptable booking policy detailing the priorities and conditions for the ongoing booking of conventions, conferences, trade shows, consumer shows, meeting events, and community attractions.

REVENUES: All revenues will accrue to the bottom line of the Center's operating account.

OPERATING EXPENSES: All operating expenses will be borne by the Great Falls Civic Center through its operating account.

TICKETING: VenuWorks will coordinate the execution of a separate Licensed User Agreement between Ticketmaster and the City, allowing the arena to utilize the preferred terms available through VenuWorks' national agreement with Ticketmaster. VenuWorks, with Ticketmaster, will provide free hardware, free software updates, and free access to TM marketing tools and analytics. VenuWorks will create and manage a separate box office account for all ticketed events.

BASE MANAGEMENT FEE: VenuWorks proposes to collect a monthly fee of $12,000 for the initial year of the contract. The fee will be increased in subsequent years by a percentage equal to the annual percentage increase in the Consumer Price Index.

COMMISSIONS and INCENTIVES: VenuWorks proposes to receive the following commissions:

- VenuWorks will receive a commission equal to 6% of food and beverage gross sales revenue.
- VenuWorks will receive a commission equal to 10% of gross revenues realized from naming rights, sponsorships, and display advertising that is created by VenuWorks.

OPERATING EXPENSES: The term "Operating Expenses" shall mean the following and shall be, in all cases, subject to the Annual Budget:

- On-the-job payroll cost, including wages paid to employees and the cost of paid holidays, vacations, severance benefits, sick leave and other compensation and benefits; cost of training; payroll processing costs;
- Employer contribution costs in relation to employees carried on the on-the-job payroll mentioned in the foregoing clause (a), of every nature whatsoever, including but not limited to, social security, reemployment insurance, benefits for:
- Medical and hospital care, disability, death, termination, retirement or pension, or insurance or annuity contracts to provide any of the foregoing and all payments, other than those referred to in the foregoing clause (a), required under any collective bargaining agreement to which VenuWorks is a party, or under any state or federal law or any regulations promulgated thereunder;
- Cost of medical and security examination for employees on the on-the-job payroll;
- Cost of purchasing, renting, maintaining and cleaning uniforms;
- Cost of equipment, materials and supplies, including the cost of installation thereof;
- Cost of insurance, required bonding, permits, licenses and fees;
- Cost of property, business, privilege, sales and all taxes;
- Cost of marketing, promotions, advertising, and employee travel & training;
- Cost of necessary outside professional services, upon prior written approval by the CITY;
- Cost of the commodities, (i.e. Foodstuffs purchased for resale to the public);
- Cost of utilities;
- Litigation expenses, including attorneys' fees, incurred on behalf of the facility;
- Base management fees;
- Cost of installation of additional equipment and replacements thereof;
- Cost of ordinary maintenance, facility repairs, equipment replacement, and housekeeping;
- All costs related to VenuWorks corporate staff travel, lodging, and supply costs incurred in connection with servicing the CITY's needs at the location.

b) Alternative Compensation Structures

VenuWorks will not use an alternative compensation structure.

c) Provide three (3) client references for comparable facilities that can attest to their experience working with your organization and the quality of services delivered.

Cedar Rapids, IA
Tristan Harris
General Manager of DoubleTree by Hilton - Convention and Arena Complex
802-316-2327
Tristan.Harris@hilton.com

Chesapeake, VA
Mike Barber
Director of Parks, Recreation and Tourism
757-382-1305
MBarber@cityofchesapeake.net

Skokie, IL
John T. Lockerby
Village Manager for the Village of Skokie
847-933-8210
John.lockerby@skokie.org

a) Submit a proposed implementation timeline from the point of contract award to when the facility could host its first event under the new management.

IMPLENTATION TIMELINE

VenuWorks follows a proven Standard Operating Procedure for assuming management of a new client facility, developed through decades of transitioning publicly owned venues across the country. Our transition process encompasses more than **200 departmentalized action steps** covering personnel, finance, operations, event management, technology, sales and marketing, food and beverage, safety, customer service, contracts, communications and stakeholder relations. The objective is simple: provide continuity from day one while establishing the systems, relationships and operating standards required for long-term success.

A primary concern during any transition is keeping employees, event clients, sponsors, user groups and other stakeholders informed and ensuring that scheduled events proceed as planned under the terms and conditions of existing agreements. VenuWorks will communicate directly with affected users and event partners regarding the management transition, confirm existing commitments and provide clear points of contact. Wherever practical, continuity of knowledgeable incumbent staff will further help preserve established relationships and minimize disruption for clients and guests.

In Great Falls, this operational transition will occur alongside the **90-Day Local User and Stakeholder Engagement Plan** described in detail in Section 4 – Community Engagement Plan. Consistent with the City's RFP requirements, that initiative will include direct outreach to current and former facility users, long-term community partners, local arts organizations, schools, nonprofits, tourism and downtown partners, and civic organizations. The first 90 days will be used to establish a fresh foundation for these relationships, understand and address user concerns, rebuild trust where relationships have become strained, improve communication and create an ongoing framework for community dialogue. Section 4 provides the complete engagement strategy, outreach methods, feedback mechanisms, performance measures and reporting structure for this initiative.

Under the direction of our Western Regional Vice President, Tom Richter, VenuWorks' transition team will begin implementation in advance of the contract commencement date and continue through the first 90 days of operation. Transition expenses associated with the VenuWorks transition team will be borne by VenuWorks. Working closely with the City and Civic Center staff, our objective is to ensure that all critical operational functions are ready for the commencement of management and that the transition is seamless for employees, clients, users and the public.

Many transition activities can be completed remotely; others—including onboarding incumbent employees into VenuWorks payroll and benefits systems, staff training, recruitment and operational familiarization—will require an onsite presence. For those activities, VenuWorks would request access, as available and coordinated with the City, to an appropriate Civic Center meeting or event room to support transition meetings, employee onboarding and training.

TRANSITION TEAM

Our corporate team plays an ongoing role in the transition of management, working with the City of Great Falls and the management team at the theatre.

Chief Operating Officer – Mike Silva

- Management Agreement finalization and direction of resources.

Chief Financial Officer – Tim Sullivan

- Establish LLC, bind GL insurance, open bank accounts, establish cash procedures, AP/AR, and other financial reporting systems.

Chief Marketing Officer – Tricia Gonyo

- Establish ticketing contract and secure hardware, establisment of Ticket Office operations; restart of website and social media resources; publicity

Western Regional Vice President – Tom Richter

- Primary client contact through transition and direct report for Executive Director.

Vice President of Human Resources – Angela Bohlen

- Establish account with PEO; recruit and assist with hiring and onboarding FT and PT employees to VenuWorks; establish and monitor incident reporting and workplace injury policies.

Vice President of Food and Beverage Services – Chris Carton

- Coordinate transition with existing F&B provider; identify resources and vendors/partners; build culinary and banquets team; and develop new menus and pricing appropriate for market.

National Director of Operations, Production, and Safety – Scott Smith

- Inventory existing equipment and furniture; establish maintenance routines; begin asset control systems; survey venue for safety.

EXECUTIVE DIRECTOR

VenuWorks will present an Executive Director candidate to the City of Great Falls. The City will make the final decision on whether or not to hire the candidate.

VenuWorks Transition Timeline

Task	90 Days Out	Department
• Set up LLC with Articles Incorp, Org Minutes, Cert of Org, Operating Agreement, Consulting Agreement		Corporate Finance
• Venue 2025 F&B Operational Budget reviewed		VP Food and Beverage
• VenuWorks Liquor License and Health License application process begun with City, County and State.		VP Food and Beverage
	60 Days Out	
• File for Federal Employer Identification Number (FEIN)		Corporate Finance
• Register new LLC as "Foreign Entity" in State of venue location		Corporate Finance
• Begin recruitment to hire Executive Director		Corporate Human Resources
	30 Days Out	
• Notify insurance broker to add new location to applicable policies		Corporate Finance
• Obtain any necessary business license		Corporate Finance
• Obtain sales tax permit, and determine which taxes apply (State Sales & Use, Amusement/Admission Tax, Local Business Tax, etc.)		Corporate Finance
• Review org chart in proposal, refine job descriptions, set pay rates appropriate for market		Corporate Human Resources
• Contact PEO to set up new location, provide estimated annual wages by workers compensation classification code		Corporate Human Resources
• Review ticketing arrangement and establish Licensed User Agreement (LUA) with TicketMaster		Corporate Marketing
• Perform a detailed review of the existing booking calendar and confirm all events and 'holds'		Regional VP
	14 Days Out	
• Provide insurance COI's to client and payroll provider		Corporate Finance
• Set up new local bank accounts (box office and operating)		Corporate Finance
• Request funding for cash flow from client		Corporate Finance
• Set up new account with software for calendaring, accounting and financial reporting		Corporate Finance
• Order checks, deposit slips, and stationery as needed		Corporate Finance
• Establish chart of accounts, determine format of monthly financial statements		Corporate Finance
• Confirm availability through PEO of employee handbook, Affirm Action statement, etc.		Corporate Human Resources
• Review existing collective bargaining agreements and provide guidance to Exec for new agreements		Corporate Human Resources
• Discuss procedure for installation of data IP's; box office computers/printers; ticket scanners		Corporate Marketing
• Apply for credit card processing through Chase Paymentech and Amex		Corporate Finance
• Determine appropriate fiscal year timing for budget		Regional VP
	7 Days Out	
• Review ticketing policies and procedures and adjust for site specific information		Corporate Marketing
• Issue media releases as necessary to announce change in management		Corporate Marketing

0 Days Out

Corporate Finance

- Determine if venue purchases are or can be tax-exempt under client
- Audit of computers and software provided by client for compatibility with systems
- Assignment of Office 365 accounts and @VenuWorks.com email addresses to all staff
- Review accounting policies and procedures and make site specific
- Review cash management procedures, including F&B stand deposits, Merch deposits, ticket sales deposits, and safe count procedures
- Establish purchasing procedures, including Purchase Orders as required, and capital purchase policies of client
- Determine Information Technology (IT) Provider – Client or local vendor, and on-site server vs. cloud-based file storage

Executive Director

- Change standing orders to VenuWorks with media vendors
- Review existing events on upcoming calendar and enter events into VenuWorks software
- Conduct a thorough review of all event files and pricing history to become more sensitive to historic clients (i.e. grandfathered accounts)
- Review existing contracting / settlement practices and update to VenuWorks Procedures
- Compile booking snapshot of market - what sells tickets, demos, radio inventory - to target initial booking efforts
- Develop and implement formal, written 'booking policies' in compliance with client expectations

Operations

- Review of office space provided and assignment of staff by department
- Review Ticket Office physical security and adequacy for cash control and security of ticket stock. Recommend enhancements as necessary for capital purchasing.
- Request fixed asset detail listing from municipality/owner
- Distribute Emergency Flip Charts to all staff and high traffic areas
- Review existing emergency action procedures and update VenuWorks Emergency Reponse Plan and safety manual
- Learn where all Power, Gas and Plumbing SHUT OFFS are located

Corporate Human Resources

- Interview and evaluate cross-over employees one-on-one for transition to new management
- Determine and communicate employee parking locations and policies
- Assist department heads with starting Continuous Improvement Performance goal setting and coaching
- Assist department heads with developing orientation programs and customer service training

Regional VP

- Review current year budget, or develop budget as required by management agreement
- Meet with outgoing team to transition future business onto VenuWorks use licenses

VP Food and Beverage

- Identify, Hire and Onboard retained key FT & PT staff members
- Recruit/hire F&B support team to include event-based service supervisors list, runner, service, concessions and bar staff resource list, and Culinary Team resource list

Operational F&B Equipment Inventory & Condition Audit completed.
F&B area safety audit for existing bars, concessions, kitchens, suites and catering areas:

- Service arctics (mobile beverage troughs) and super arctics (large mobile beverage troughs)
- Secure storage areas, storage carts, racks, shelving and flooring
- Digital menu boards audit and programming
- Status and sanitation of fountain dispensers and beer lines
- Assess existing physical signage upgrades needed
- Turn on and test all kitchen equipment, schedule for detailed deep cleaning & sanitizing or removal if inoperable
- Receiving & storage equipment audit: palet jacks, fork lifts, pathways, dry storage, alcohol storage, coolers and freezers storage
- Ice machines drained, sanitized, tested and water filter changes
- Inventory any turned over F&B product, paper or cleaning product, and all other equipment

Corporate Finance — 7 Days In

- Provide training to all Business Office staff (see Corporate Training Syllabus)
- Order credit card for Executive Director, issue copy of card and review expense reimbursement policies

Corporate Human Resources — 7 Days In

- Determine compatability of Timeclock System, work with IT for integration or new install
- Determine current and future payroll cycle and communicate to all staff
- Draft offer letter of hire and authorization for background check to new full-time staff
- Assist new FT employees in benefit enrollment

Corporate Marketing — 7 Days In

- Establish and verify seating manifest for scalings and offers
- Obtain ownership of existing web site and social media accounts and transfer to new staff

Executive Director — 7 Days In

- Establish staffing plan for part-time operation of Ticket Office in accordance with client expectations
- Meet with media reps to explain transition
- Revise annual marketing plan as necessary
- Review sponsor sales plan
- Review current sponsor contracts, pricing, existing inventory and commission structure

Operations — 7 Days In

- Determine with client responsibilities concerning fixed assets, including tracking, reporting, etc.
- Inventory fixed assets and equipment and note condition prior to taking formal possession
- Review Capital Improvement Fund and 5-Year Plan
- Revise standing P.O.'s with vendors (change to VenuWorks as needed)
- Validate the floor plan(s) for all types of events
- Review (with structural engineer) event rigging capabilities and rigging safety aspects
- Review exit capacity/potential problems and solutions
- Review and revise admissions and crowd control procedures
- Confirm capacity of all storage/load-in areas (must reconcile storage capabilities relative to equipment stored and develop a storage plan for the designed spaces – these areas tend to be undersized or some of the equipment programmed is not easily 'stackable')
- Conduct survey of all electrical systems (electrical panels, circuiting, power distribution, outlet devices, lighting, etc.) to better understand the electrical supply available to planners and develop a portable power distribution equipment list that enhances possible event opportunities
- Review inventory of all 'locked' doors/areas and discuss the type of key/locking and overall security system provided to recommend a key distribution system
- Review 'Way Finding' plan and comment on its design. Buildings can have unusually long hallways, so VenuWorks experience/input can help relative to attendee movement patterns
- Learn all aspects of building automation systems
- Conduct life safety evaluation in accordance with NFPA 101 Life Safety Code 12.4.1
- Research and verify labor and equipment expenses for different sized events and make data available for building scalings and show offers
- Establish vendor for waste management/recycling
- Set schedules for part-time employee training and re-training sessions
- Inventory existing supplies of paper and sanitary products and prepare order for supplemental supplies prior to first event that will fit into dispensers
- Review 24-hour venue security staffing and procedures and make
- Review parking operations, staffing and maintenance and make recommendations for improvement to Executive Director
- Evaluate maintenance requirements and bid services that can't be handled in-house including:
- pest control, HVAC and chiller preventive maintenance and repair, window cleaning, landscaping, elevator/escalator preventive maintenance and repair, radios, water treatment, alarm system monitoring and response protocols, office machines/copier leases, information tech equipment including wifi service, routers and AP's

Regional VP — 7 Days In

- Post unfilled FT positions and begin interviews/hiring to fill approve
- Establish "mini-settlements" for future events to make outgoing firm whole on expenses, transfer ticketing revenued org chart
- Change standing orders with vendors to VenuWorks

Corporate Human Resources — 14 Days In

- Audit and assist first payroll transmission to PEO

Corporate Marketing — 14 Days In

- Establish and verify seating manifest for scalings and offers
- Obtain ownership of existing web site and social media accounts and transfer to new staff

Executive Director — 14 Days In

- Identify and meet with current sponsors
- Set pricing for sales inventory consistent with other venues and local economy
- Meet or contact event planners to reassure them their events will happen as planned

Operations — 14 Days In

- Review FF&E and establish timeline for any new equipment orders
- Conduct meetings with fire, paramedic, public safety and other interactive agencies
- Survey facility and procedures for compliance with ADA. Recommend changes
- Establish ADA & Safety Committees/appoint in-house ADA and Safety Coordinator
- Review and revise as needed all standing contracts for maintenance and services
- Review current changeover and stagehand operations for safety
- Identify inspection cycle for fall arrest system and current condition
- Train all part-time custodial and operations supervisors
- Develop all daily and weekly clean-up activities

VP Food & Beverage — 14 Days In

- Determine pouring rights feasiblity
- Complete detailed repair lists. Begin repairs/cleaning of existing equipment in all F&B areas
- Create list of new capital purchases for minimal/maximum service
- Determine Point of Sale system upgrades. Establish F&B credit card processing & SOP's
- Schedule Install, Programming and Training for Point of Sale System Integrations

Regional VP — 14 Days In

- Review with client procedure for cash-flow funding until operation starts producing revenue
- Establish updated Business and Marketing Plan and communicate to client
- Determine dollar amount or other guidelines for differentiating capital expenditures from maintenance

Corporate Finance — 30 Days In

- Determine if utility charges are subject to sales tax or may be subject to sales tax under private management
- Determine with local taxing authority policies for handling payment of amusement/admission taxes
- Review annual State/County/City Operating Licenses and expiration dates

Corporate Human Resources — 30 Days In

- Begin interviews and onboarding of existing part-time staff
- Establish OSHA 300 reporting and distribute Incident Reporting Forms. Communicate procedures for workplace injuries and response

Corporate Marketing — 30 Days In

- Establish Ticket Office training and procedures according to VenuWorks best practices including cash handling and reconciliation; event settlement reporting; preparation of daily sales reporting and recon; maintaining security of ticket stock; establishment of vault log; and other relevant ticketing policies

Executive Director — 30 Days In

- Determine naming rights feasibility
- Identify new sources of advertising revenue (e.g. parking lot, digital assets, restrooms, etc.)
- Set plan to pool unsold inventory and develop rev share system
- Create an overall marketing and PR plan focusing on national and regional exposure
- Develop an “in-house” advertising agency and prepare a media buying plan
- Host reception for media reps, city officials, local agencies, sponsors, suite holders, club seat holders, tenants, users and other members of the community to meet new VenuWorks management team
- Set up meetings to meet with local CVB, Chamber, host hotel properties, convention center, and other stakeholders and affirm potential business relationships.
- Meet regularly with marketing/sales/operations team to discuss upcoming bookings
- Set up armored car service for pick up of box office/finance deposits on regular schedule

Operations — 30 Days In

- Review and update existing tech pack materials
- Evaluate venue first aid operations or vendor and recommend changes for continued operation
- Develop an overall customized operations plan
- Identify inspection cycle for venue from City Fire and other reporting agencies
- Establish system for creating, responding to and billing work orders

VP Food & Beverage — 30 Days In

- Recruit and complete paperwork/insurance for F&B non-profit orgs that will work concessions and tent staffing needs
- All F&B staffing resources identified and listed by category (leadership, bar, concessions, service staff) to include local, regional and national event-based staffing lists, VenuWorks multi-location mobile support teams, and regional Temp labor agency support
- F&B Staff Training Guide & Dates Set (Culinary, Concessions, Bars, Suites & Catering detailed training)
- F&B Uniform details and needs determined, ordered with logos
- Concessions and bar vendor partnerships and suppliers identified, and all supplier provided equipment, signage and merchandising needs ordered with receiving date target date identified
- All returning outsourced vendors listed and confirmed for 2025 (retail partners, Civil Service Partnerships, and all other F&B related 3rd parties)
- Local, regional and national vendor supplier accounts set-up
- F&B Menu Development for each service area, concessions space, portables, kiosks, garb & go's, premium and portable bars, suites and catering
- Complete F&B Menu Item Cost Analysis & Pricing Guide for each service area, concessions space, portables, kiosks, garb & go's, premium and portable bars, suites and catering
- F&B Menu Test Trials for quality, item flow, product guides, recipes, picture posting, and training materials
- Complete Detailed F&B Vendor Guide to include: Contacts, Product Resource and Specific Vendor Product Ordering Guides
- Complete Detailed F&B Staffing Guide to include specifics for each area of F&B services
- Begin ordering, stocking and inventorying all product for all areas
- Audit service from patron point of view for ongoing recommendations and improvement

Operations — 45 Days In

- Evaluate computerized facility maintenance and asset management software platform

Corporate Human Resources — 60 Days In

- Establish procedures for conducting performance reviews and schedule of annual appraisal and COL increases.

VP Food & Beverage — 60 Days In

- Establish procedures for conducting performance reviews and schedule of annual appraisal and COL increases
- Completion of site specific SOP's to include:
  - Cashier / Bartender / Suite Server Bank and Transaction Processes, Check & Balances Checklist
  - Event inventory controls and sales balancing procedures checklist
  - Monthly product inventory controls for each areas procedures & checklists
  - Opening and Closing Guides for each F&B Service Area to ensure cleanliness, product stock levels, clutter free service areas, sanitation and service flow lists
  - Sales location & staffing mapping strategy based on attendance tiers
  - Pre-event F&B checklist
  - Event Day F&B checklist
  - F&B storage mapping
  - Oversight Event, Monthly and Quartely Audit Process and Procedures Guide

VP Food & Beverage — 90 Days In

- Internal Quarterly Oversight Report Process Communicated and Reviewed
- Quarterly & Annual F&B Oversight Sales / COGS / Labor Analytics Report Created and Reviewed