

CHARLESTON CITY COUNCIL

Regular Meeting

March 16, 2020

at 7:00 PM



Council Chambers, Third Floor
City Hall, 501 Virginia St. E.
Charleston, WV

AGENDA

CALL TO ORDER BY THE MAYOR

INVOCATION AND PLEDGE OF ALLEGIANCE

ROLL CALL

PUBLIC SPEAKERS AND CLAIMS

1. Claims 3-16-2020

PROCLAMATIONS

1. 3-16-2020

COMMUNICATIONS

1. 3-16-2020

MISCELLANEOUS RESOLUTIONS

1. Resolution No. 316-20 - Amending Rule No. 1 of the Rules of Council relating to the location of City Council meetings in extraordinary circumstances.

REPORTS OF STANDING COMMITTEES

PLANNING, STREETS AND TRAFFIC

1. Charly Jupiter Way Alley Naming
2. Bill No. 7863 – A Bill amending the Zoning Ordinance of the City of Charleston, West Virginia, by creating the Neighborhood Reinvestment Overlay Zoning District including provisions for residential density, parking, and development standards.

FINANCE

1. Resolution No. 308-20 - Adoption of the Proposed FY 2020-2021 Municipal Budget.
2. Resolution No. 304-20 – Authorizing the Mayor or City Manager to purchase 10 portable, high durability interlocking colored sports flooring as the result of a competitive bidding process.
3. Resolution No. 310-20 - Authorizing the Mayor or City Manager to submit an application to the WV Division of Administrative Services under the Victims of Crime Act grant program for the Charleston Police Crime Victims Specialist.
4. Resolution No. 313-20 - Authorizing the Mayor or City Manager to submit an application to the WV Division of Homeland Security for funds for the Charleston Fire Department's Regional Response Team.
5. Resolution No. 315-20 - Authorizing the Coliseum & Convention Center / Municipal Auditorium Board to enter into a contract with a Booking and Marketing Firm.
6. Resolution No. 309-20 – Authorizing the Mayor or City Manager to enter into a contract with GAI Consultants, Inc. for the amount of \$17,980.00 for the completion of the 5 Corners Architecture and Historic Intensive Survey and the nomination of the 5 Corners Historic District to the National Register of Historic Places.

REPORTS OF OFFICERS

1. 3-16-2020

NEW BILLS

1. 3-16-2020

UNFINISHED BUSINESS AND/OR MISCELLANEOUS BUSINESS

ROLL CALL

ADJOURNMENT

THE NEXT REGULAR MEETING OF COUNCIL WILL BE HELD APRIL 6 , 2020 AT 7:00 P.M.

*THE AGENDA WAS AMENDED 3-12-2020

***Meetings may be recorded and broadcast via internet <https://charlestonwv.civicclerk>**



AFFIDAVIT
City of Charleston



STATE OF WEST VIRGINIA
COUNTY OF KANAWHA, to-wit:

The Mayor, Recorder, and/or Municipal Attorney of the City of Charleston, West Virginia, will take notice that this day appeared before the undersigned authority,

Briana Martin, Claimant,
who, after being first by me duly sworn, deposes and says:

That this affiant resides at: 5363 Koontz Drive, Charleston, WV 25313

Telephone Number: (304) 741-2490

and that on the 1 day of March, ²⁰²⁰~~2017/2018~~, at approximately 3:10 am/pm
in the City of Charleston, West Virginia, he/she sustained

Vehicle damage
Nature Of Injury And/Or Damage

As A Result Of:

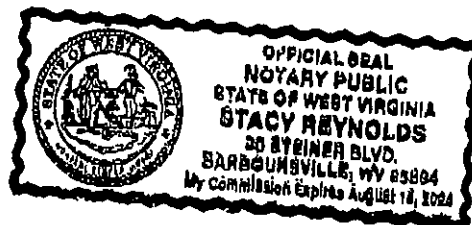
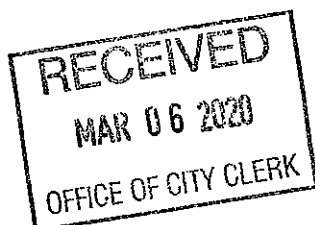
hitting an unmarked pothole on the intersection of Stockton Street and Cannon Way, Charleston WV 25302; resulting in suspected frame damage, massive dent, paint damage, and clear coat damage.

As a result of which accident the Claimant, Briana Martin, does hereby make claim against the City of Charleston, West Virginia, for damages incurred and to be incurred by him/her in the future.

[Signature]
Signature of Claimant

Taken, subscribed and sworn to before me this 6 day of March, ~~2018~~
My commission expires Aug 18, 2024

Stacy Reynolds
Notary Public





AFFIDAVIT City of Charleston



STATE OF WEST VIRGINIA
COUNTY OF KANAWHA, to-wit:

The Mayor, Recorder, and/or Municipal Attorney of the City of Charleston, West Virginia, will take notice that this day appeared before the undersigned authority,

Carla Parkman, Claimant,
who, after being first by me duly sworn, deposes and says:

That this affiant resides at: 1509 2nd Ave Charleston, WV 25387

Telephone Number: 229-310-8586

and that on the 02 day of February, 2019(2020), at approximately (unknown) hours before calling the City on the 2-2-2020
in the City of Charleston, West Virginia, he/she sustained

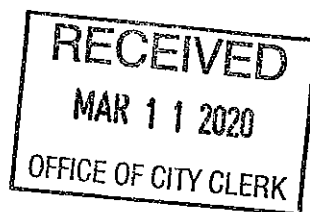
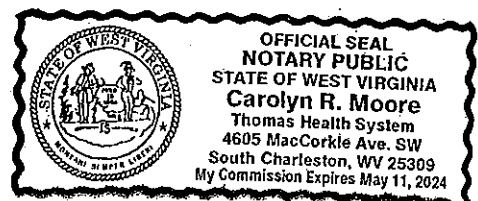
LOSS of equip - Heavy duty Sears Diehard
Battery Charger @ Boasting & charging with voltage detection
Nature Of Injury And/Or Damage
My Boyfriend and I were out on the side walk getting ready to run
an extension cord I went in the house, he went to part store, I came back to the
As A Result Of: door trash men were putting
The city of Charleston trash truck workers picked up
my trash on Friday the 2 of Feb 2020 and grabbed the Battery Charger
Machine by Mustard. It was compatible with the US 20 400 AMP
Battery. Boasting & charging it was a Sears Diehard.

As a result of which accident, the Claimant, Carla Parkman, does hereby
make claim against the City of Charleston, West Virginia, for damages incurred and to be incurred by
him/her in the future.

Carla Parkman
Signature of Claimant

Taken, subscribed and sworn to before me this 9 day of March, 2020.
My commission expires May 11, 2024

Carolyn R. Moore
Notary Public





AFFIDAVIT City of Charleston



STATE OF WEST VIRGINIA
COUNTY OF KANAWHA, to-wit:

The Mayor, Recorder, and/or Municipal Attorney of the City of Charleston, West Virginia, will take notice that this day appeared before the undersigned authority, Gary L. Pickens, Claimant, who, after being first by me duly sworn, deposes and says:

That this affiant resides at: _____ 4811 Floyd Street _____ South Charleston, Wv 25309

Telephone Number: _____ 304 941 8696 _____

and that on the _____ 24 _____ day of _____ January _____, 2019/2020, at approximately _____ 6:10 _____ am/pm in the City of Charleston, West Virginia, he/she sustained

_____ Sustained a damaged flat tire

Nature Of Injury And/Or Damage

As A Result Of:

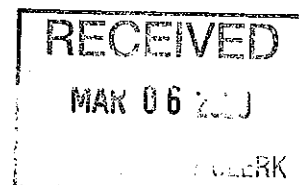
_____ Becuase of a damaged part of the road in North Charleston on route 61. (Picture of road enclosed.

As a result of which accident, the Claimant, _____ Gary L. Pickens _____ for 112.34 does hereby make claim against the City of Charleston, West Virginia, for damages incurred and to be incurred by him/her in the future.

Gary L. Pickens
Signature of Claimant

Taken, subscribed and sworn to before me this _____ day of _____, 2020.
My commission expires _____.

Notary Public





AFFIDAVIT City of Charleston



STATE OF WEST VIRGINIA
COUNTY OF KANAWHA, to-wit:

The Mayor, Recorder, and/or Municipal Attorney of the City of Charleston, West Virginia, will take notice that this day appeared before the undersigned authority, Robert Williams, Jr., Claimant, who, after being first by me duly sworn, deposes and says:

That this affiant resides at: 15125 MacCorkle Ave. SE Apt. #3, Charleston, West Virginia, 25035

Telephone Number: (304) 550-2813

and that on the 12th day of December, 2019 at approximately 7:00 pm in the City of Charleston, West Virginia, he sustained bodily injuries

Nature Of Injury And/Or Damage

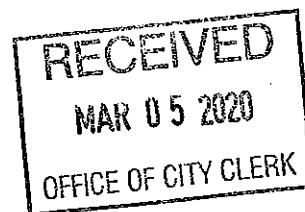
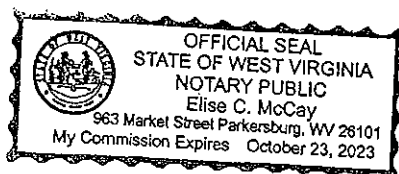
As A Result Of: The negligent operation of a motor vehicle by Police Officer Ryan Marks, who was employed by the City of Charleston, WV, at the time of the accident. At this time, the Claimant is still treating for the injuries he sustained in the accident. The nature of the injuries and damages shall be supplemented.

As a result of which accident, the Claimant, Robert Williams, Jr., does hereby make claim against the City of Charleston, West Virginia, for damages incurred and to be incurred by him in the future.

John C. Weber (counsel for Robert Williams, Jr.)
Signature of Claimant

Taken, subscribed and sworn to before me this 28th day of February, 2020.
My commission expires October 23, 2023.

Elise C. McCay
Notary Public





AFFIDAVIT
City of Charleston



STATE OF WEST VIRGINIA
COUNTY OF KANAWHA, to-wit:

The Mayor, Recorder, and/or Municipal Attorney of the City of Charleston, West Virginia, will take notice that this day appeared before the undersigned authority,

Christopher Workman, Claimant,
who, after being first by me duly sworn, deposes and says:

That this affiant resides at: 1351 B Renaissance Circle Chars. W.V. 25311

Telephone Number: 304-437-0677

and that on the 13th day of January, 2019/2020, at approximately 2:30 am/pm in the City of Charleston, West Virginia, he/she sustained

Damage to Front Left Wheel, CV Axel, Lower Control Arm and other.

Nature Of Injury And/Or Damage

As A Result Of:

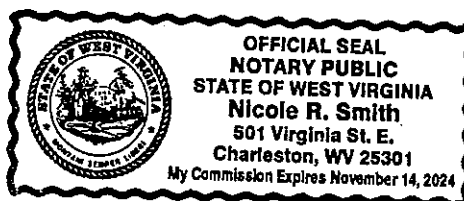
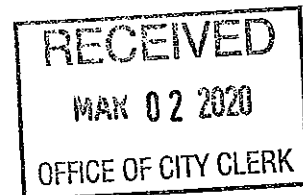
Hitting a large Pot hole on Farnsworth Dr in Charleston W.V.

As a result of which accident, the Claimant, Christopher Workman, does hereby make claim against the City of Charleston, West Virginia, for damages incurred and to be incurred by him/her in the future.

Chris Workman
Signature of Claimant

Taken, subscribed and sworn to before me this 02nd day of March, 2020.
My commission expires November 14, 2024.

Nicole R. Smith
Notary Public



Resolution No. 316-20

Introduced in Council:

March 16, 2020

Introduced by:

Becky Ceperley

Adopted by Council:

Referred to:

Resolution No. 316-20 - Amending Rule No. 1 of the Rules of Council relating to the location of City Council meetings in extraordinary circumstances.

Now, therefore, be it Resolved by the Council of the City of Charleston, West Virginia:

That Rule No. 1 of the Rules of Council be amended to read as follows:

Rule No. 1. - Time and place of meetings.

(a) The city council shall meet in regular public session at the council chamber in the city building at 7:00 p.m. on the first and third Mondays of each month.

(b) If the city council shall determine that the council chamber in the city building is not or will not, for any reason, be an appropriate place for the holding of a meeting, the council may, upon motion, designate another place open to the public within the city for the holding of such meeting.

(c) Notwithstanding the provisions of subsection (b) of this rule, the presiding officer may make an emergency declaration that a natural or man-made disaster has actually occurred or is imminent or that an emergency exists or may be imminent due to a large-scale threat beyond local control, which requires the meeting of council to be held electronically, rather than in-person. An electronic meeting may be held over media such as audio, video, or computer-based communications when the presiding officer makes such an emergency declaration. If the presiding officer exercises the authority under this subsection to require an electronic meeting, the meeting shall be held in a manner that ensures city council members are able to participate and the public is able to observe the meeting consistent with the West Virginia Open Governmental Proceedings Act, West Virginia Code §6-9A-1, *et seq.*



PLANNING, STREETS AND TRAFFIC COMMITTEE

Mary Beth Hoover, Chair

COMMITTEE REPORT

To: Miles Carey, City Clerk

From: Council's Committee on Planning, Streets and Traffic

Date: March 2, 2020

Subject: Charly Jupiter Way Alley Naming

The Committee on Planning, Streets and Traffic has had under consideration a request to name the alley running between and parallel to Bigley Avenue and Indiana Avenue between West Washington Street and Buchanan Street as Charly Jupiter Way.

The Committee finds the naming complies with the E911 addressing rules and reports the same to Council with the recommendation that the naming do pass.


Chair



Naomi Bays



J. L. P. Bays

Rebecca C. Capuley



PLANNING DEPARTMENT

915 Quarrier St. Suite 1

Charleston, WV 25301

(304) 348-8105

(304) 348-8042 - fax

APPLICATION FOR A NEW STREET NAME

Community _____ File Number _____

Please choose one person as the spokesperson for your road / street. That person shall be responsible for collecting the required signatures and contact information for each resident on your street. This spokesperson shall be the contact person between the City of Charleston addressing coordinator and the residents of the street. He/she must also complete the Petition Contact Person section of the "Petition to Name a Street."

The proposed street name shall be agreed upon by the majority of all affected residents of the street/road. All residents must sign the "Petition to Name a Street" before submitting this Application for New Street Name.

REQUEST TYPE (check all that apply)

Application Date: _____

☐ New Street Name

☐ Public Street

☐ Private Street

☒ Public Alley

☐ Private Alley

☐ Other: _____

YOUR STREET NAME RECOMMENDATION

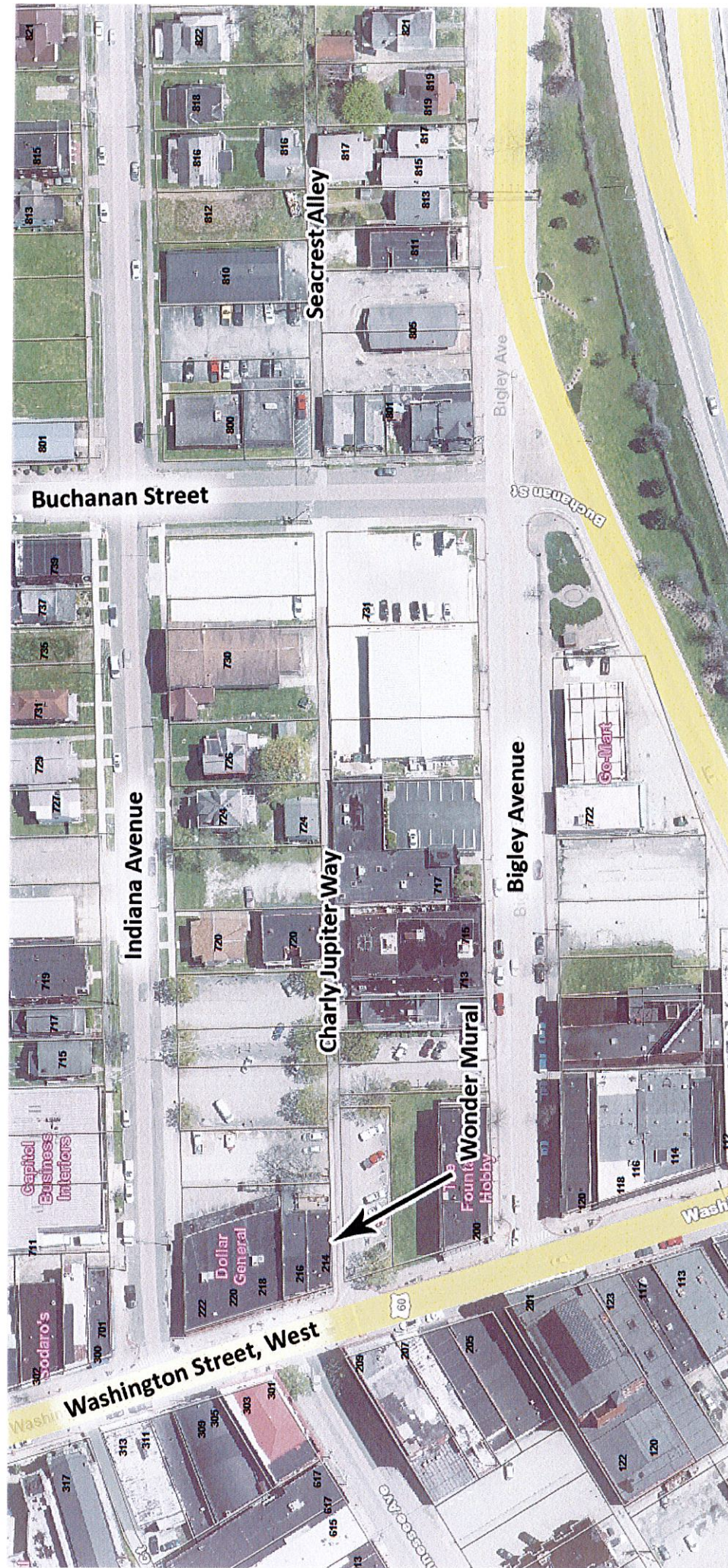
1. Charly Jupiter Way

3. _____

2. _____

4. _____

The City of Charleston reserves the right to deny any road names that do not meet the adopted State standards.



Bill No. 7863

Introduced in Council

Passed by Council

February 3, 2020

Introduced by

Referred to

Mary Beth Hoover

**Municipal Planning Commission
Planning, Streets, and Traffic**

Bill No. 7863 - A Bill amending the Zoning Ordinance of the City of Charleston, West Virginia, enacted the 1st day of January 2006, as amended, and the map made a part thereof, by creating the Neighborhood Reinvestment Overlay Zoning District including provisions for residential density, parking, and development standards, containing all parcels of land as shown on the attached map included as Exhibit A, Charleston, West Virginia.

Be it Ordained by the City Council of the City of Charleston, West Virginia:

The Zoning Ordinance for the City of Charleston, West Virginia, effective January 1, 2006, as amended, by creating the Neighborhood Reinvestment Overlay District (NRO) and establishing rules related to the land uses and development standards permitted therein. The new provisions shall read as follows:

Sec. 21-010 Purpose

The purpose of overlay zoning districts is to allow the City to establish special land use regulations, standards, or procedures in areas with unique land use, site planning, building design, or environmental resource issues. Overlay zoning districts are also an appropriate mechanism to implement long-term goals and land use requirements of the City for a specific property, location, or to coordinate land use and design requirements unique to a large tract of land. Overlay zoning districts are intended to be applied only where special circumstances justify the modification of base zoning district regulations to achieve specific land use and design objectives.

In addition to the conventional zoning districts established by this ordinance, the following overlay districts are established:

- A. Urban Renewal Overlay (UR)
- B. Historic District Overlay (HD)
- C. Neighborhood Conservation Overlay (NC)

D. Neighborhood Reinvestment Overlay District (NRO)

Sec. 21-030-05 Application Requirements

~~All applications for development and redevelopment activities of properties located within an Urban Renewal District, as approved by City Council, shall be initiated with the Charleston Urban Renewal Authority.~~

Sec.21-060 Neighborhood Reinvestment Overlay District (NRO)

Sec. 21-060-01 Purpose

The Neighborhood Reinvestment Overlay District seeks to uplift distressed communities where disinvestment has resulted in a concentration of dilapidated properties, vacant structures, and under-utilized land.

The NRO promotes vibrant and desirable urban neighborhoods by encouraging housing types ranging from small lot bungalows to duplexes and triplexes, and from townhouses to stacked apartments. This mix of housing types, referred to as the ‘Missing Middle’, bridges the gap between the available housing stock and shifting demographics. It responds to the growing demand for walkability in neighborhoods. And because ‘Missing Middle’ housing types are similar in form and scale to detached single-family homes, this approach to compatible infill can encourage socioeconomically diverse households.

‘Missing Middle’ housing does not represent a new type of building. Rather, it is a return to a range of housing types that were constructed in cities and towns across the United States in the 1920s through the 1940s. Examples of these building types still exist throughout Charleston’s urban neighborhoods on the West Side flats and the East End. As young families fled densely populated areas for single family homes with ample yards in the suburbs after World War II, construction of these building types halted. A return to smaller dwelling units near public transit and a density that will support local businesses is necessary to attract and retain millennials and to serve an aging population.

Specifically, the NRO attempts to stimulate the economy and boost the housing market by:

1. Encouraging the development of a range of housing types that meet the needs of households of varying size and income levels while resisting concentrations of either the very poor or the very wealthy.
2. Concentrating development around public transportation routes to enhance mobility and offer opportunities for lower income households.

3. Increasing density to support neighborhood-serving main streets—commercial and mixed use areas where goods and services are available within walking distance of the majority of a neighborhood’s residential units.
4. Creating opportunities for small-scale, neighborhood-based developers to invest in and revitalize their own communities.

To accomplish these goals, the NRO relaxes development standards like setback and parking requirements and permits increased density by allowing duplexes by right and concentrating higher density development on corner properties.

Sec. 21-060-02 Establishment of Neighborhood Reinvestment Overlay District

The Neighborhood Reinvestment Overlay District is hereby established as a district which overlays existing zoning districts, the extent and boundaries of which are as indicated on the official zoning map of the City of Charleston.

Sec. 21-060-03 Permitted Uses

1. Single family and duplex dwellings shall be permitted by right.
2. Accessory dwelling units are permitted by right as an accessory use to a single family dwelling, with the following conditions:
 - a. ADUs must be clearly subordinate to the principal dwelling unit.
 - b. ADUs must conform with all provisions for accessory structures contained in Sec. 3-080.
 - c. No more than one ADU is permitted per single family dwelling and lot of record.
3. Triplexes and quadplexes shall be permitted by right on corner properties.

Sec. 21-060-04 Lot Provisions

Lot Size: There shall be no minimum lot size requirement.

Lot Frontage: The minimum lot frontage shall be 25 ft.

Sec. 21-060-05 Setback Requirements

The following setbacks shall be required for all principle structures.

1. Front Setback: All infill development and additions or modifications to existing structures shall respect the predominant building setback line. Where none exists, a minimum front setback of 10 ft shall apply on interior lots. On corner lots, there shall be no required front setback.
2. Minimum Side Setback: 3 ft; 0 ft for interior walls of a rowhouse/townhouse unit when subdivided.
3. Minimum Rear Setback: 10 ft; The rear setback exception, Sec. 21-020(F)(1), shall not apply in the NRO District.

Sec. 21-060-06 Parking

113 The following parking reductions shall apply:

- 114 1. For single family dwellings, accessory dwelling units, and duplex dwellings, no
- 115 on-site parking shall be required.
- 116 2. For multi-family residential developments, one on-site parking space shall be
- 117 required for each dwelling unit on the lot.
- 118 3. For the adaptive reuse of existing structures, there shall be no additional on-site
- 119 parking required.
- 120 4. For new commercial developments, the on-site parking requirement shall be 50%
- 121 of that required in Sec. 22-060-01 Parking Space Requirements.
- 122

123 **Sec. 21-060-07 Performance Standards**

124 The following performance standards shall apply:

- 125 1. All new residential construction shall have a front door facing the street.
- 126 2. A single building entrance shall provide access to no more than 2 dwelling units.
- 127 3. A front porch measuring at least 96 sq ft in area is required for all single family
- 128 and duplex dwellings.
- 129
- 130 2. The Zoning Map, attached to and made a part of said Zoning Ordinance, is
- 131 hereby amended in accordance with Article 29 of this ordinance.
- 132
- 133 3. All prior ordinances, or parts of ordinances, inconsistent with this ordinance are
- 134 hereby repealed to the extent of such inconsistency.
- 135

Exhibit A – Zoning Overlay Map



Resolution No. 310-20

Introduced in Council

Passed by Council

March 16, 2020

Introduced by
Joseph Jenkins

Referred from
Finance Committee

1 Resolution No. 310-20 - Authorizing the Mayor or City Manager to submit an application
2 to the WV Division of Administrative Services under the Victims of Crime Act (VOCA)
3 grant program for the Charleston Police Crime Victims Specialist in the amount of
4 \$39,850 and administer any funds awarded. These funds will partially reimburse the
5 City for Kimberly Eagle's salary, provide travel/training and bus vouchers for crime
6 victims.

7

8 Be it Resolved by the Council of the City of Charleston, West Virginia:

9

10 That the Mayor or City Manager is authorized to submit an application to the WV
11 Division of Administrative Services under the Victims of Crime Act (VOCA) grant program
12 for the Charleston Police Crime Victims Specialist in the amount of \$39,850 and
13 administer any funds awarded. These funds will partially reimburse the City for
14 Kimberly Eagle's salary, provide travel/training and bus vouchers for crime victims.

15

Resolution No. 313-20

Introduced in Council

Passed by Council

March 16, 2020

Introduced by
Joseph Jenkins

Referred from
Finance Committee

1 Resolution No. 313-20 - Authorizing the Mayor or City Manager to submit an application
2 to the WV Division of Homeland Security in the amount of \$110,000 and administer any
3 funds awarded. These funds will provide travel/training and equipment for the
4 Charleston Fire Department's Regional Response Team.

5

6 Be it Resolved by the Council of the City of Charleston, West Virginia:

7

8 That the Mayor or City Manager is authorized to submit an application to the WV
9 Division of Homeland Security in the amount of \$110,000 and administer any funds
10 awarded. These funds will provide travel/training and equipment for the Charleston
11 Fire Department's Regional Response Team.

12

Resolution No. 315-20

Introduced in Council

Passed by Council

March 16, 2020

Introduced by
Joseph Jenkins

Referred from
Finance Committee

1 Resolution No. 315-20 - Authorizing the Charleston Coliseum & Convention Center /
2 Municipal Auditorium Board to enter into a contract with Oak View Group, D.B.A. OVG
3 Facilities, for the provision of both on-site and off-site booking and marketing
4 professional services, as detailed in the attached exhibit materials. Any proposed
5 contract must first be reviewed for legal sufficiency by the City Attorney or his/her
6 designee.

7

8 Be it Resolved by the Council of the City of Charleston, West Virginia:

9

10 The Charleston Coliseum & Convention Center / Municipal Auditorium Board is
11 authorized to enter into a contract with Oak View Group, D.B.A. OVG Facilities, for the
12 provision of both on-site and off-site booking and marketing professional services, as
13 proposed in the attached exhibit materials, subject to legal review by the City Attorney
14 or his/her designee.

February 20, 2020

Ms. Carrie Goodwin Fenwick
Chair
Charleston Coliseum and Convention Center Board of Directors
200 Civic Center Drive
Charleston, WV 25301

Dear Ms. Goodwin Fenwick,

On behalf of OVG Facilities and Live Nation Arenas, I am pleased to submit our Proposal for what we hope to be the beginning of a long-term partnership with the Charleston Coliseum and Convention Center (“CCCC”) Board and the City of Charleston. The time we have spent in Charleston speaking with community leaders and members of the local hospitality industry has helped us develop a solid belief in the future of your Coliseum, Convention Center, and Municipal Auditorium. We understand the optimism within your community after the completion of the substantial renovations and improvements to the Coliseum and Convention Center. Combined with the research we have conducted within the sports, entertainment, and hospitality industries, OVG Facilities is prepared to offer a proposition that is based upon our ability to grow the annual net revenues in your venues.

Per our conversations with the Personnel Committee, we are proposing two options for your consideration. One option is for the OVG Facilities/Live Nation Team to focus on the booking, marketing, and sales of events in the CCCC and Municipal Auditorium. With this model, our team will place five full-time professionals in Charleston who will be solely focused on attracting new events to Charleston and maximizing the net revenues to the CCCC. Our Charleston team will book new ticketed events in your venues, assist the CVB in booking new events in the Convention Center, actively market corporate sponsorship opportunities, improve regional marketing and sales efforts for events taking place in the CCCC, and increasing CCCC net revenues from all events. These five new OVG Facilities’ employees will be paid by our team and we will be responsible for generating enough revenue to cover the related expenses.

In the attached document, we propose a partnership formula that challenges OVG Facilities/Live Nation to first generate net revenues equal to your historical financial performance, next grows net revenues to recoup our employee costs, and then creates a large pool of new net revenues to share between the CCCC and the OVG Facilities/Live Nation Team. To be blunt, we have to generate substantial new net revenues in order to be paid. We are confident that the annual results will prove quite profitable for you and the City! If we are fortunate to be selected by you, we will finalize the financial benchmark based on your historical performance. The attached projections are based on the information you have provided us and are subject to verification.

We have also included an option for full management of the CCCC and Municipal Auditorium. Our proposal under this format is very competitive in our industry and complies with the IRS codes dealing with venues that utilized tax exempt bonds in the facility financing. This model would result in all full-time staff becoming employees of OVG Facilities after a smooth transition period determined by both you and our OVG Facilities/Live Nation Team. Per the IRS requirements, our proposal is based on a Fixed Annual Fee plus the ability to earn additional incentives that would be capped at the amount of the Fixed Annual Fee.

Ms. Goodwin Fenwick, we hope that you and your fellow CCCC Board members can sense the excitement that we have about the potential opportunity to work with you. Our OVG Facilities/Live Nation Team fully believes in the significant potential we see in Charleston. We are happy to answer any questions you may have and are willing to negotiate any terms with you upon selection. Thank you for the opportunity to discuss these exciting possibilities!

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Luukko". The signature is fluid and cursive, with the first name "Peter" and last name "Luukko" clearly distinguishable.

Peter Luukko
Chairman

FINANCIAL PROPOSAL

OVG Facilities is offering two customized options for the CCCC and Municipal Auditorium. The first option has OVG Facilities overseeing all Booking, Sales, and Marketing functions for the CCCC and Municipal Auditorium. The second option is a full management solution.

TERM

OVG Facilities proposes a term for either option of Five (5) Years, with a Coliseum and Convention Center Board option to renew for an additional Five (5) Years.

BOOKING AND SALES SERVICES OPTION

OVG Facilities is offering a full-service marketing and event booking solution for the CCCC and Municipal Auditorium. We have the experience, resources, programs, and the talent to ensure that the venues will operate efficiently. OVG Facilities will place an on-site full-time Director of Sales and Booking for the CCCC. Through our corporate team, OVG Facilities will provide oversight and management of the Booking and Salesperson with direct coordination from the City and Auditorium Board. The City and Auditorium Board will approve all booking and sales plans for the venues including the Booking and Sales Policy, Rental Rates, Scheduling Policy, Standard User Agreement, and rules and regulations by which OVG Facilities will coordinate these activities with the City and Auditorium Board.

The OVG Facilities team has conducted a substantial amount of research on the Charleston market to gauge the impact of our potential partnership with the CCCC. We have carefully studied the realistic levels of improvement we believe we can create with you. As outlined in our Proposal, OVG Facilities has the confidence we can achieve the following:

- Increase the number of ticketed events in the Arena, Municipal Auditorium and conventions, meetings, tradeshow, and other events at the Convention Center. Strong leverage with managers, agents, organizers, and promoters will result in solidifying CCCC's role as the leading venue in the region.
- Work with your team to increase the profitability of all ticketed events by capitalizing on the leverage of representing the busiest and most successful venues in the country.
- Create new profitable corporate partnerships.
- Develop new premium hospitality products for concerts and major sporting events.
- Provide the CCCC access to Prevent Advisors, OVG's high-level firm specializing in counterterrorism and intelligence for public venues and large events.

Staffing

OVG Facilities proposes staffing for this solution of Five (5) total positions. All of these positions will be OVG Facilities' employees paid directly by OVG. These people will be officed in the CCCC and will be part of the overall CCCC staff team. The breakdown of proposed staff is as follows.

- Director of Sales & Booking
- Marketing Manager
- Convention Sales Manager (x 2)
- Director of Corporate Partnerships

Financial Proposal

- OVG Facilities will directly cover all staffing costs of the five positions listed above and will be fully at risk for these salaries should we fail to achieve the necessary revenue above the established Revenue Financial Benchmark detailed below.
- OVG Facilities will work with the Coliseum and Convention Center Board to mutually establish a REVENUE FINANCIAL BENCHMARK from which revenue sharing will be based. Using the attached 2020 City Established Budget Revenue Worksheet, the Benchmark would be approximately \$3,467,000 annually. **We will work with Coliseum and Convention Center Board to verify the correct REVENUE FINANCIAL BENCHMARK.**

The Benchmark will include all Sponsorship Revenue AND all NET revenues that the CCCC receives from events, including rent, ticketing commissions, ticketing fees, facility fees, food and beverage sales, ancillary income, parking, merchandise sales, decorating income, any other ancillary income, and event-related premium sales.

- OVG Facilities proposes the following revenue split:
 - CCCC receives One Hundred Percent (100%) of net revenues until the Benchmark has been reached.
 - OVG Facilities receives the first Five Hundred Thousand Dollars (\$500,000) of revenue generated above the Benchmark (to cover the salaries of the Five (5) OVG Facilities positions).

- CCCC and OVG Facilities will split the next Five Hundred Thousand Dollars (\$500,000) Fifty Percent (50%) to CCCC / Fifty Percent (50%) to OVG Facilities.
- CCCC and OVG Facilities will split the next Five Hundred Thousand Dollars (\$500,000) Sixty Percent (60%) to CCCC / Forty Percent (40%) to OVG Facilities.
- CCCC and OVG Facilities will split all other revenue Seventy Percent (70%) to CCCC / Thirty Percent (30%) to OVG Facilities.

A Sample calculation of this Revenue Share is included in this packet.

Executive Director Option

If desired by the Coliseum and Convention Center Board, OVG Facilities will directly hire and oversee the new Executive Director of the CCCC. This salary and benefit costs will be directly reimbursed by the CCCC.

If the Coliseum and Convention Center Board desires to have this employee be an employee of the Board, OVG Facilities will assist in the recruitment and hiring of this position.

FULL MANAGEMENT OPTION

OVG Facilities is offering a full-service marketing and event booking solution for the CCCC and Municipal Auditorium. We have the experience, resources, programs, and the talent to ensure that the venues will operate efficiently. OVG Facilities will place an on-site full-time Director of Sales and Booking for the CCCC. Through our corporate team, OVG Facilities will provide oversight and management of the Booking and Salesperson with direct coordination with the City and Auditorium Board. The City and Auditorium Board will approve all booking and sales plans for the venues including the Booking and Sales Policy, Rental Rates, Scheduling Policy, Standard User Agreement, and rules and regulations by which OVG Facilities will coordinate these activities with the City and Auditorium Board.

OVG Facilities is willing to take bottom line risk and responsibility for the CCCC. However, IRS tax exempt bond regulations prohibit that practice. We are willing to work with the City's Bond Counsel to discuss such options. The following is our traditional management fee proposal which complies with the IRS regulations:

Base Fee

- Twelve Thousand Five Hundred Dollars (\$12,500) per month.
- Subject to annual CPI increases

Management Services Financial Incentive Fees

- Twenty Percent (20%) Operating Revenue \$3.5 Million - \$4.0 Million
- Twenty-Five Percent (25%) Operating Revenue \$4.0 Million - \$4.5 Million
- Thirty Percent (30%) Operating Revenue Over \$4.5 Million

Management Services Qualitative Incentive Fees

- Up to Thirty Thousand Dollars (\$30,000) in incentive fees based on the following:
 - Quality of management and operations services performed as determined by the Coliseum and Convention Center Board
 - Achievement of the Coliseum and Convention Center Board programmatic and fiscal goals
 - Community involvement
 - Customer satisfaction measurements (e.g. results of "mystery shopper" reports, informal and formal audits, inspections, customer surveys, and observations)

INVESTMENT

If desired by the Coliseum and Convention Center Board, OVG Facilities will make an investment in CCCC for mutually agreeable revenue producing facility initiatives.

- The investment will be paid back at ZERO Percent (0%) interest and amortized over the term.
- The investment payback will be considered an operating expense.

Willingness to Negotiate

OVG Facilities is willing to negotiate any fair and reasonable alternative(s) to our "Financial" Proposals.

**CHARLESTON WV COLISEUM AND CONVENTION CENTER
OAK VIEW GROUP
FEE CALCULATION**

As of Feb 20 2020

FOR ILLUSTRATION PURPOSES ONLY

OVG NEW REVENUE PROJECTION		
NEW ARENA & AUDITORIUM REVENUE		
Total New Arena Revenue	\$	550,000
CONVENTION CENTER NEW REVENUE		
CCCC New Revenue	\$	500,000
NEW SPONSORSHIP REVENUE	\$	250,000
TOTAL PROJECTED CCCC NEW REVENUE	\$	1,300,000

OVG BOOKING & SALES SERVICES CALCULATION			
Sample Revenue Financial Benchmark - FY 2020 Budget		\$	3,467,000
Potential Projected Revenue (Benchmark plus Projected New OVG Revenue)		\$	4,767,000
Total Revenue		CCCC	OVG
Amount Equal to Revenue Financial Benchmark		3,467,000	-
First \$500,000 Over Benchmark to OVG			500,000
Next \$500,000 Revenue 50% to CCCC / 50% to OVG Facilities		250,000	250,000
Next \$500,000 Revenue 60% to CCCC / 40% to OVG Facilities		180,000	120,000
All Remaining Revenue 70% to CCCC / 30% to OVG Facilities		-	-
Total CCCC / OVG	\$	3,897,000	\$ 870,000
Less OVG Staffing Costs			\$ (500,000)
NET REVENUE	\$	3,897,000	\$ 370,000

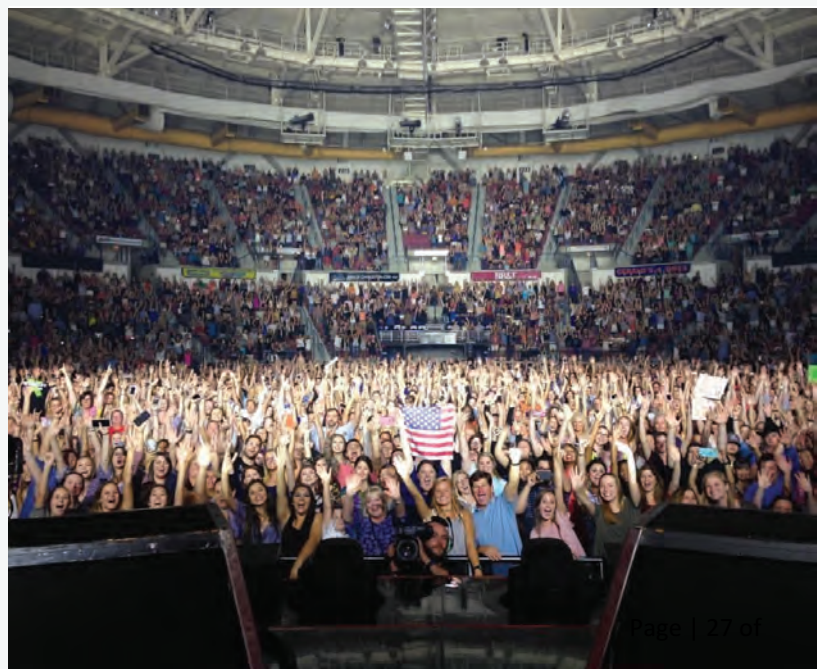
OVG FULL MANAGEMENT CALCULATION		
Potential Projected Revenue (Benchmark plus Projected New OVG Revenue)		\$ 4,767,000
ANNUAL MANAGEMENT FEE	\$	150,000
OVG FINANCIAL INCENTIVE FEE (Based on Potential Projected Revenue)		
20% Operating Revenue \$3.5 Million - \$4.0 Million	\$	100,000
25% Operating Revenue \$4.0 Million - \$4.5 Million	\$	125,000
30% Operating Revenue Over \$4.5 Million	\$	80,100
OVG QUALITATIVE INCENTIVE FEES	\$	30,000
TOTAL OVG MANAGEMENT FEE	\$	485,100

CHARLESTON WV COLISEUM AND CONVENTION CENTER
OAK VIEW GROUP
OPERATING REVENUES
Subject to Verification

	<u>2020 City Budget</u>
Rent	1,290,000
Commissions	265,000
Parking -Buildings & Lots	113,000
Distinctive Gourmet	659,000
Patron Services	170,000
Security	69,000
Advertising	375,000
Spotlight Rental	8,000
Power Usage	58,000
Table Covers/Drapes	36,000
Rent -PA System	15,000
Staging	23,000
Booth Rental	72,000
Interest	5,000
Piano Rental	1,500
Table Rental	30,000
Miscellaneous	19,000
Building Damages	2,000
Telephone Rental	7,000
Audio Visual Equipment	224,000
Teletix	1,500
Carpet Rental	22,000
Drayage	2,000
TOTAL	3,467,000

**OVG FACILITIES RESPONSE TO CITY OF
CHARLESTON, WV RFI FOR FACILITY
MARKETING & EVENT BOOKINGS FOR THE
CHARLESTON COLISEUM & CONVENTION CENTER**

JANUARY 10, 2020



January 10, 2020

Ms. Carrie Goodwin Fenwick

Chair

Charleston Coliseum and Convention Center Board of Directors

200 Civic Center Drive

Charleston, WV 25301

Submitted via e-mail to cgf@goodwingoodwin.com

Dear Ms. Goodwin Fenwick,

OVG Facilities and Live Nation Arenas are pleased to offer our Response to the RFI For Facility Marketing & Event Bookings issued by the City of Charleston's Coliseum & Convention Center/Municipal Board of Director's Personnel Committee. OVG Facilities was created to provide the most innovative programming and operations solutions in our industry to our public and private partners for arenas, convention centers, theaters/auditoriums, stadiums, and amphitheaters. Our partner, Live Nation, is the world's largest producer/promoter of live entertainment events. Currently, Live Nation presents over 85% of all live events that take place in the world! Our team is excited about the opportunity to create a partnership with the Coliseum and Convention Center Board and the City of Charleston that will maximize the substantial investment the community has recently made in this beautiful Charleston Coliseum and Convention Center ("CCCC").

Oak View Group was formed and is led by two of the most creative and influential individuals in the live entertainment, assembly, and event industry – Irving Azoff and Tim Leiweke. For over five decades, Irving Azoff has been regarded as one of the most innovative and powerful figures in our business – managing artists such as Eagles, Bon Jovi, Doobie Brothers, John Mayer, Harry Styles, and countless others. Irving also served as Chair of Live Nation, Ticketmaster, and Global Music Rights. Tim Leiweke is the visionary, while CEO of AEG, he helped create Staples Center, LA Live!, and other major entertainment destinations in London, England; Berlin, Germany; and Kansas City, KS. Together, Irving and Tim founded Oak View Group with the objective to be the most creative and entrepreneurial enterprise in the development, programming, and operation of convention, entertainment, and sports venues worldwide.

OVG Facilities and Live Nation Arenas believe we can create a successful and profitable partnership with you for the marketing and booking of your Coliseum and Convention Center. Charleston is a vibrant market that has not yet received the attention it deserves for the major investment your citizens have made in your entertainment, assembly, and sports venues. The OVG – Live Nation partnership has proven highly successful, increasing event activity in other convention center/arena complexes and we are confident we can do the same in Charleston. In January of 2017, OVG Facilities assumed management of the operations for the Two Rivers Convention Center and the Avalon Theater in Grand Junction, CO and reduced its annual shortfall by half (\$200,000) in the first year and has continued to do so year-over-year. In 2018 the Avalon Theater had 11 sold out shows, more than the city of Grand Junction has seen since opening the venue. As a result of this success, we now also manage their 4,100-seat Amphitheater at Las Colonias Park. We are not a "cookie-cutter" company – we will work with you to create a financial partnership that best fits your goals and expectations.

OVG Facilities and Live Nation have a proven track record of successfully booking and marketing public entertainment facilities. Our team began a partnership with Lexington Center Corporation ("LCC") to revitalize event activity in the iconic 20,545-seat Rupp Arena in Lexington, KY. In just two years, our partnership has delivered two record years of event activity and related revenues.

Major event totals have doubled in both 2018 and 2019 (despite being closed four months for renovations). Such major artists as Paul McCartney, Eagles, Justin Timberlake, and Pink generated record revenues for Lexington Center Corporation and created substantial economic impact for Downtown Lexington hotels, restaurants, and retail establishments. In the first two years of our partnership with LCC, we have generated over \$2 Million in new net revenues for Rupp Arena. This year (2020) promises to be even bigger with concerts already on sale for KISS, Elton John, Justin Bieber, Sturgill Simpson, and many more. In addition, Live Nation has made a substantial commitment to the Lexington market by creating the now annual Railbird Festival at Keeneland and is producing the first-ever concert at University of Kentucky's Kroger Field featuring Chris Stapleton, Willie Nelson, and Sheryl Crow. We are confident we can produce similar results in Charleston. We see strong booking synergies between Charleston and our partners in Lexington, KY and Greenville, SC. Jointly marketing all three venues to promoters, managers, and agents will result in more bookings for the Charleston Coliseum.

Lexington Center Corporation is also the owner of the new Lexington Convention Center that is now under construction and will open in early 2022. Led by Shura Garnett, OVG Facilities' Senior Vice President of Convention Centers, the OVG-Lexington Team has developed a very close relationship with Visit LEX (CVB) to develop a sales and marketing plan that will maximize event bookings in the new center. The joint effort will allow for the hosting of the proper balance of conventions, conferences, trade shows, consumer shows, and ticketed events. We are also working closely to present new high-quality event management services to all prospective Convention Center patrons and clients. Shura previously served as Chairperson of the International Association of Venue Managers ("IAVM"), oversaw convention center operations for Spectra, and has managed both CVB teams and Chambers of Commerce. Our Response to you includes many more successful stories of the innovative partnerships across the county in communities and venues of all sizes. We will take advantage of our relationships within the world of amateur sports to market the Coliseum and Convention Center to leading producers of sports tourism and also pursue NCAA and collegiate tournaments. If needed, we will consider investing in the courts and equipment necessary to host these lucrative events.

Most importantly, our team understands Charleston and the opportunities that are available if your venues are marketed and booked aggressively. Live Nation is the predominant promoter of major concerts in West Virginia and currently books the majority of their events in Huntington. We believe we can shift that very profitable dynamic to Charleston, resulting in strong financial improvements within the first year of our partnership. We will also aggressively market your Municipal Auditorium and increase the activity of ticketed events booked into this historic venue. The OVG Facilities-Live Nation team also includes the expertise and oversight of Jeff Nickler, Executive Vice President of the OVG Arena Alliance – a consortium of 28 major arenas across North America. Jeff graduated from West Virginia University and considers the state to be his family home. Brian Sipe, OVG Marketing and Booking Director, is currently based in Lexington and previously operated the Big Sandy Center in Huntington. We will be committed to the success of your venues both professionally and personally.

We will also make your new Convention Center a major priority for our company as OVG Facilities moves aggressively into the marketing, booking, and operations of convention and conference venues. In fact, we have just finalized an agreement to operate and market the 120,000 square foot Fredericksburg Expo and Convention Center in Fredericksburg, VA. We have also expanded our role in Omaha, NE to pursue major events that will utilize both their arena and convention center together – a concept we believe is viable in Charleston. One of our first priorities will be meaningful discussions with your Board and the Charleston CVB Team to create a vision plan for the realization of the significant opportunities to book more conventions, conferences, and trade shows into this beautiful facility. The resources, level of commitment, and expertise OVG Facilities and Live Nation can offer the City of Charleston cannot be matched. Your City and its CCCC will be an important partner for OVG.

If selected to be your partner, OVG Facilities and Live Nation will create a dynamic and successful sales force for your venues by establishing the booking parameters and marketing plan to aggressively pursue new conventions, tradeshow, consumer shows, meetings, ticketed events, sports, and local events. This strategic plan will reduce your operating deficit and increase your net revenues for all events. We will work closely with the Charleston CVB, hoteliers, and local stakeholders to collaboratively find

the right events for the right space to maximize your occupancy in all your venues and gain national exposure for the City of Charleston.

On behalf of OVG Facilities and Live Nation, I thank you for your time and consideration. We look forward to the next steps of this process and the opportunity to present our credentials in person. Please do not hesitate to contact me directly with any questions and/or comments.

Sincerely,

A handwritten signature in dark ink, reading "Hank Abate". The signature is fluid and cursive, with the first name "Hank" being more prominent than the last name "Abate".

Hank Abate
President, OVG Facilities

A handwritten signature in dark ink, reading "Michael Evans". The signature is fluid and cursive, with the first name "Michael" being more prominent than the last name "Evans".

Michael Evans
President, Live Nation Arenas

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COVER LETTER

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APPENDICES

Appendix A	<i>Two Rivers Convention Center & Avalon Theatre Sample Marketing Plan</i>
Appendix B	<i>Annual Report – Kovalchick Complex at IUP</i>

Company Overview

COMPANY BACKGROUND

OVG FACILITIES ORGANIZATIONAL OVERVIEW

Date of Incorporation: 2015

Ownership:

The firm's legal name is OVG Facilities, LLC, a Delaware Limited Liability Company. OVG Facilities is the wholly-owned facility management subsidiary of Oak View Group, a global advisory, development, and investment company for the sports and live entertainment industries based in Los Angeles, CA.

Oak View Group, LLC is structured as a holding company comprised of subsidiary service companies, strategic investments, and partnerships. Those subsidiaries and divisions include: OVG Facilities, OVG Media and Conferences, OVG Business Development, OVG Arena and Stadium Alliances, OVG Global Partnerships, OVG College, and Prevent Advisors.

Type:

Delaware Limited Liability Company

Addresses:


OAK VIEW GROUP
Oak View Group
Corporate Office
1100 Glendon Avenue, Suite 2100
Los Angeles, CA 90024


Facilities
OVG Facilities
2501 Seaport Drive
Suite 310
Chester, PA 19103

Number of Years in Business:

5 years

Number of Employees

OVG is comprised of over 550 full-time and part-time employees.

Annual Sales Volume:

Oak View Group's revenue in 2018 was over \$100 Million.

LIVE NATION

Live Nation, the world's largest producer of live entertainment, is a \$10 billion Fortune 500 company that operates in 40 countries worldwide. In 2018, Live Nation generated \$829 million in adjusted operating income, promoting over 35,000 concerts for 93 million fans. Live Nation Worldwide, Inc. is a wholly owned subsidiary of Live Nation Entertainment, Inc.

Live Nation Arenas is a division within Live Nation that oversees all programming activity for an exclusive group of arenas and stadiums and consults on all business aspects of events including booking, marketing, ticket sales, and other event revenue generating programs. Live Nation Arenas also serves a conduit to connect their venue clients with all Live Nation Entertainment divisions and Live Nation-affiliated companies.

LIVE NATION ARENAS IS THE EXCLUSIVE PARTNER OF OVG FACILITIES FOR THE CCCC. NO OTHER COMPANY HAS THIS RELATIONSHIP.

Live Nation owns, operates, and has exclusive booking rights for or has an equity interest in 237 venues, including House of Blues® music venues and prestigious locations such as The Fillmore in San Francisco, the Hollywood Palladium, the Ziggo Dome in Amsterdam, 3Arena in Ireland, Royal Arena in Copenhagen and Spark Arena in New Zealand. Live Nation is the world's leading artist management companies based on the number of artists represented. Their artist management companies manage music artists and acts across all music genres. As of 2018, they have over 110 managers providing services to more than 4,000 artists.

Live Nation has been a leading concert promoter in the Charleston market over the past decade producing many shows with artists including Luke Bryan, Chris Stapleton, Miranda Lambert, Bob Seger, Elton John and Florida Georgia Line. In addition to Live Nation, several Live Nation Affiliates, Frank Productions and NS2, actively produce events at the CCCC. Live Nation believes there is great growth potential in the Charleston market and is excited to work with the city in a closer partnership.

Live Nation Entertainment, Inc. operates and reports through three distinct business segments: Concerts, Ticketing, and Sponsorship.

Ticketing

Their ticketing arm, Ticketmaster, provides ticket sales, ticket resale services, and marketing and distribution globally through www.ticketmaster.com and www.livenation.com and other websites, numerous retail outlets, and call centers, over 500 million tickets in 2018. Ticketmaster serves more than 12,000 clients worldwide across multiple event categories, providing ticketing services for leading arenas, stadiums, festival and concert promoters, professional sports franchises and leagues, college sports teams, performing arts venues, museums, and theaters.

Concerts

Live Nation's Concerts segment provides live music events in owned and/or operated venues and in rented third-party venues. This includes Artist Nation, which offers management services to hundreds of artist clients and sells merchandise at live performances, retail locations, and online.

Sponsorship

Live Nation's Sponsorship segment provides online advertising services and other sponsorship programs for Live Nation's corporate partners and clients. Live Nation has unique resources that are unmatched in the live entertainment industry.



Live Nation is the world's undisputed #1 producer of live music. Live Nation Arenas is the **exclusive** partner of OVG Facilities for the CCCC. Based in Beverly Hills, Live Nation provides a robust pipeline to the top talent performing today. In 2018, Live Nation generated \$829 million in adjusted operating income, promoting over 35,000 concerts for 93 million fans. No other company is working directly with so many top artists to help them realize their creative vision and develop collaborative projects that drive excitement and world-class entertainment. Live Nation also operates over 237 venues worldwide.



SCOPE-OF-SERVICES

OVG Facilities is offering a full-service marketing and event booking solution for the CCCC. We have the experience, resources, programs, and the talent to ensure that the venues will operate efficiently. OVG Facilities will provide marketing and event booking services of the CCCC, under the direction of the City and Convention Center Board. The City and Coliseum and Convention Center Board will establish all policies and standards for the venues including an Operations Manual, Scheduling Policy, Standard User Agreement, Booking Policy, and rules and regulations by which OVG Facilities will maintain and manage the venues on behalf of the City and Auditorium Board. In addition to marketing and booking services, OVG Facilities offers its clients a full, and completely customizable, scope-of-services which includes:

Event and Booking Management

- Aggressive event booking, marketing, and promotion
- Advertising of events (locally, regionally, nationally)
- Weekly booking and production meetings to strategize best use of space and resources (prioritizing transparency and communication)
- Co-promotion and in-house promotion of events
- Event development
- Involvement in national industry meetings
- Pre- and post-convention meetings with planners (when applicable)
- Advance meeting attendance and sit inspection
- Meetings with event producers and meeting organizers and planners
- Monthly sales and marketing calls
- National booking and routing services
- Participation at industry shows
- Securing corporate and media event sponsors

Administration and Finance

- Accounting and Administration
- Budgeting
- Capital improvement programming
- Cash management, rolling forecasts, expense logs, and flash reports
- Event settlements
- Fixed asset inventory and control
- Financial controls and reporting
- Human resources (HR)
- Information technology (IT)
- Internal audits
- Investments and banking relations
- Labor negotiations/relations
- Payroll
- Purchasing
- Risk management/insurance
- National booking and routing services

Sales and Marketing

- Advertising, sales, and marketing for the venue
- Advertising signage sales
- Barter/trade agreements
- Community and media relations
- Monthly corporate sales and marketing call
- Weekly stakeholder sales meetings
- Commercial rights
- Creation of sales materials
- Database marketing
- Development of key media relationships
- Electronic media production
- Event marketing and promotions
- Event sponsorships
- Graphic services
- Grassroots marketing
- Group sales
- Initiating collaborative stakeholder efforts such as FAM tours, sales blitz's, sales missions and tourism and travel writers' tours
- Marketing surveys and research
- Media buying
- Photo opportunities
- Planning of major client functions
- PR campaign development
- Premium seating sales
- Print, radio, and television production
- Revenue creation
- Social media creation and management
- Website development and management
- Attendance at national, regional, state and local and industry trade shows and meetings
- Exhibiting at market appropriate shows creating leads and brand awareness
- Calling on potential event organizers, meeting planners and show producers
- Outbound sales calls
- Venue and destination advertising and promotion
- Tenant relations
- Ticket sales
- Venue publicity
- Website development and management

Ticketing Services

- Box Office management
- Daily sales reports and controls
- Event settlements
- Event information to the ticket buyers
- Services to disabled customers
- Supervision of ticketing service contractor
- VIP services

Guest Services

- Implementation of OVG Facilities' PEAK guest services plan
- Continuous employee training and development
- Employee recognition program/rewards
- Focus group meetings
- Guest services surveys
- VIP service program for premium seat customers and meeting planners

Management of Ancillary Services

- Business services/rentals to tenants
- Food and beverage (catering and concessions)
- Audio Visual
- Telecommunications
- Corporate sponsorship and advertising programs
- Guest services
- Merchandising/novelties
- Parking
- Premium seat/suite management and service
- Management of third-party and union contracts

Operations and Engineering (back-of-the-house)

- ADA compliance
- Building signage
- Capital improvement programs (FF&E)
- Changeovers
- Electromechanical maintenance (preventive and repairs)
- Events management
- Housekeeping and janitorial maintenance
- HVAC/utility management
- Labor management
- Landscaping/exterior maintenance
- OSHA compliance
- Green building (environmentally friendly, energy efficient)
- Parking
- Recycling and conservation
- Repairs and maintenance
- Security/emergency planning and evacuation procedures
- Snow and trash removal
- Stage, lighting, sound, technology
- Warranty management of FF&E

Pre-Opening Services

- Reviewing design plans and making efficient operational recommendations
- Financial forecasting and budgeting
- Event booking and scheduling
- Establishing food and beverage operations plans
- Selecting ticketing service providers
- FF&E list review and development
- Premium and sponsorship seating analysis
- Operational policy development
- Safety, security and emergency procedures review and development
- Venue marketing

OVG FACILITIES CURRENT CLIENT LIST

OVG Facilities currently provides management, booking, and consulting services to 38 venues, consisting of eight conference/convention centers, 16 arenas, five theaters/amphitheaters, four stadiums, three multi-purpose complexes/venue, and two consulting clients. Several of these clients have recently been transitioned from a competitors' management and have experienced their best financial years ever under OVG Facilities' management and operation. They include the Watsco Center at the University of Miami and the Kovalchick Complex at the University of Pennsylvania. We are eager to add the CCCC to our growing list of clients!

OVG Facilities' complete client list is provided below and on the following page.

Management and Booking Clients

Conference & Convention Centers

Venue Name	Location	Time of Service	Venue Capacity
<i>CHI Health Center (exhibition space)</i>	Omaha, NE	2018 – present	366,000 sq. ft.
Frankenmuth Credit Union Event Center	Birch Run, MI	2017 – present	109,000 sq. ft.
Fredericksburg Expo and Convention Center	Fredericksburg, VA	2019 – present	120,000 sq. ft.
Grand Junction Convention Center	Grand Junction, CO	2017 – present	23,000 sq. ft.
Kovalchick Complex at the Indiana University of Pennsylvania	Indiana, PA	2016 - present	23,000 sq. ft.
<i>Lexington Center (meeting space)</i>	Lexington, KY	2018 - present	123,000 sq. ft.
Seminole Theatre Meeting Space	Homestead, FL	2015 - present	2,000 sq. ft.
UPMC Event Center at Robert Morris University (meeting space)	Moon, PA	2018 - present	10,000 sq. ft.
Total Conference & Convention Centers: 8			

Theaters & Amphitheaters

Venue Name	Location	Time of Service	Venue Capacity
Avalon Theater	Grand Junction, CO	2017 - present	1,100 seats
Johnny Mercer Theatre	Savannah, GA	2019 – present	2,650 seats
Las Colonias Park Amphitheater	Grand Junction, CO	2017 - present	4,000 seats
Toretti Auditorium at the Kovalchick Complex	Indiana, PA	2016 - present	632 seats
Seminole Theatre	Homestead, FL	2015 - present	425 seats
Total Theatres & Amphitheaters: 5			

Arenas

Venue Name	Location	Time of Service	Venue Capacity
<i>Bon Secours Wellness Arena</i>	Greenville, SC	2019 - present	16,000 seats
<i>CHI Health Center</i>	Omaha, NE	2018 - present	18,300 seats
Fertitta Center at the University of Houston	Houston, TX	2019 - present	7,100 seats
Kovalchick Complex at the Indiana University of Pennsylvania	Indiana, PA	2016 - present	5,000 seats
Moody Center at University of Texas at Austin	Austin, TX	Pre-opening	16,000 seats
New Arena at Agua Caliente	Palm Springs, CA	Pre-opening	10,000 seats
New Arena at Seattle Center	Seattle, WA	Pre-opening	18,000 seats
New Belmont Park Arena	Belmont, NY	Pre-opening	18,000 seats
New Milan Santa Giulia Arena	Milan, Italy	Pre-opening	17,000 seats
<i>Rupp Arena</i>	Lexington, KY	2018 - present	20,545 seats
Savannah Civic Center	Savannah, GA	2019 - present	9,000 seats
Savannah New Arena	Savannah, GA	Pre-opening	9,000 seats
UMBC Event Center at the University of Maryland Baltimore County	Baltimore, MD	2018 - present	5,000 seats
UPMC Events Center at Robert Morris University	Moon, PA	2018 - present	5,000 seats
Watsco Center at the University of Miami	Coral Gables, FL	2016 - present	8,000 seats
Webster Bank Arena	Bridgeport, CT	2018 - present	10,000 seats
Total Arenas: 16			

Stadiums

Venue Name	Location	Time of Service	Venue Capacity
Cougar Softball Stadium at the University of Houston	Houston, TX	2019 - present	1,200 seats
Darryl and Lori Schroeder Park	Houston, TX	2019 - present	3,500 seats
<i>New Fredericksburg Nationals Ballpark</i>	Fredericksburg, VA	2019 - present	5,000 seats
TDECU Stadium at the University of Houston	Houston, TX	2019 - present	40,000 seats
Total Stadiums: 4			

Multi-Purpose Complexes & Venues

Venue Name	Location	Time of Service	Venue Capacity
The Field House at Watsco Center at the University of Miami	Coral Gables, FL	2016 – present	7,700 sq. ft.
University of Houston Athletics Facilities	Houston, TX	2019 – present	-
Athletics Alumni Centre			220,000 sq. ft.
Barbara Wallace Winston Tennis Facility			150 seats
Carl Lewis International Complex			6,000 seats
CRWC Natatorium			264,000 sq. ft.
Guy V. Lewis Developmental Facility			52,923 sq. ft.
Indoor Practice Facility			100,000 sq. ft.
Yeoman Fieldhouse			6-lane track
Virginia Beach Dome	Virginia Beach, VA	Pre-opening	3,500 seats
Total Multi-Purpose Complexes & Venues: 3			

Consulting Clients

Venue Name	Location	Time of Service	Venue Capacity
High Point University New Arena	High Point, NC	Contract Awarded	5,000 seats
High Point University New Conference Center & Boutique Hotel	High Point, NC	Contract Awarded	100,000 sq. ft.
Total Consulting Clients' Venues: 2			

*Booking client

Venue Profiles for OVG Facilities' clients most similar to the CCCC are provided on the following page of this Response. Included is an overview of the facility, primary points of contact, and notable events and accomplishments achieved by OVG Facilities. The following venues are highlighted:

- Rupp Arena (*Lexington, KY*)
- Bon Secours Wellness Arena (*Greenville, SC*)
- CHI Health Center (*Omaha, NE*)
- Two Rivers Convention Center, Avalon Theatre, and the Amphitheater at Las Colonias Park (*Grand Junction, CO*)

Since taking over management and operation from Spectra Venue Management, OVG Facilities' leadership and direction of the Kovalchick Complex AND Watsco Center resulted in achieving their two best financial years ever in the venue's history!

BON SECOURS WELLNESS ARENA

CONTACT INFORMATION

Bon Secours Wellness Arena
650 North Academy Street
Greenville, SC 29601
Phone: (864) 241-3800
Website: <http://www.bonsecoursarena.com/>

BOOKING CONTACT

Kevin Grove
Phone: (754) 581-5738
kgrove@oakviewgroup.com

VENUE OVERVIEW

VENUE CAPACITY: 16,000-seat arena

DMA RANKING: Greenville-Spartanburg (#36)

OVG FACILITIES ROLE: Booking, Marketing, and Sponsorship Services

LENGTH OF TIME PROVIDING SERVICE: 2019

FOOD AND BEVERAGE PROVIDER: Centerplate

TICKETING SERVICE PROVIDER: Ticketmaster

TENANTS: Greenville Swamp Rabbits (ECHL)

NOTABLE EVENTS & ACCOMPLISHMENTS:

- NCAA Men's first and second rounds (2017)
- Multi-year home of SEC Women's Basketball Tournaments (2017 – 2021)
- Former home Arena to Clemson University Men's Basketball
- Recognized as one of the top 50 venues in the world
- Offers guests a new Sensory Suite designed to meet unique sensory needs of guests who have difficulty processing sights and sounds of an arena show

CLIENT CONTACT

Beth Paul
650 North Academy Street
Greenville, SC 29601
General Manager
bpaul@bswa.com
(864) 250-4936



SUMMARY:

In 2019 OVG Facilities was selected to provide booking, marketing, and sponsorship services to Bon Secours Wellness Arena. Given the competitive South Carolina marketplace with arenas in Columbia and North Charleston, the Bon Secours Wellness Arena elected to work with OVG Facilities to maintain its prominence as the #1 routings destination in South Carolina. The Bon Secours Wellness Arena is a state-of-the-art 16,000-seat sports and entertainment venue, which hosts more than 400,000 people annually. The Arena consists of 30 luxury suites and over 800 club seats. It is also home to the Greenville Swamp Rabbits of the East Coast Hockey League ("ECHL"). The Bon Secours Wellness Arena has also led to an over \$60 Million impact on the Greenville metro area.

RUPP ARENA & LEXINGTON CENTER

CONTACT INFORMATION

430 West Vine Street
Lexington, KY 40507
Phone: 859.233.4567
Website: <https://www.rupparena.com/>

BOOKING CONTACT

Brian Sipe
Phone: 859.551.3067
bsipe@oakviewgroup.com

VENUE OVERVIEW

VENUE CAPACITY:

- 20,545-seat Arena
- 123,000 sq. ft. Convention Center

DMA RANKING: Lexington (#63)

OVG FACILITIES ROLE: Booking Services

LENGTH OF TIME PROVIDING SERVICE: 2018 - present

FOOD AND BEVERAGE PROVIDER: In-house

TICKETING SERVICE PROVIDER: Ticketmaster

TENANTS: University of Kentucky Wildcats (NCAA Division I Basketball (M/W))

NOTABLE EVENTS:

- Alan Jackson (January 1, 2018)
- Professional Bull Riding (January 17, 2018)
- Miranda Lambert (March 2, 2018)
- WWE (April 1, 2018)
- the Eagles (April 10, 2018)
- Brantley Gilbert (April 19, 2018)
- Cirque du Soleil Corteo (March 24-26, 2018)
- Foo Fighters (May 1, 2018)
- Five Finger Death Punch (May 8, 2018)
- Monster Jam (May 12, 2018)
- Tim and Faith (June 2, 2018)
- WWE (July 21, 2018)
- Justin Timberlake (Sept. 19, 2018) – *highest grossing concert in venue's history*
- Thomas Rhett (October 4, 2018)
- Chris Stapleton (October 27, 2018)
- Jeff Dunham (November 10, 2018)
- Trans-Siberian Orchestra (December 6, 2018)
- Snoop Dogg (December 8, 2018)
- James Taylor/Bonnie Raitt (February 27, 2019)
- Mumford and Sons (March 12, 2019)
- Pink (May 9, 2019)
- Paul McCartney (June 1, 2019)

CLIENT CONTACT

Carl Hall
Director of Arena Management
Rupp Arena
Phone: 859.551.3006



SUMMARY

OVG Facilities provides booking services to Rupp Arena in Lexington, KY, home to the University of Kentucky Wildcats. Since assuming booking responsibilities in 2018 for the arena, OVG Facilities has been able to increase bookings by 100 percent. In just the first eight months of providing this services, Rupp Arena hosted top-tier acts and performers as outlined in the above listing.

RUPP ARENA BOOKING UP 100% OVER LAST YEAR

Rupp Arena is erupting with entertainment thanks to a new partnership between arena owners, the Lexington Center Corp. and Oak View Group Facilities.

Bookings for 2018 have increased 100 percent over last year and with the recent addition of Paul McCartney in 2019, there's no slowing down at Rupp Arena, according to David Farrar, Oak View Group facilities director of booking.

Rupp Arena is currently ranked as the 77th most successful venue in the world and 38th in the United States, according to Pollstar Magazine's Mid-Year rankings which are based on event ticket sales.

"Entering into an agreement with Oak View Group Facilities was clearly the right decision for us," said Bill Owen, president of Lexington Center Corp., owners of Rupp Arena. "Oak View Group Facilities has a clear vision for enriching our event schedule with a diverse lineup that truly creates something for everyone at Rupp Arena."

"Entering into an agreement with Oak View Group Facilities was clearly the right decision for us."

"The community is abuzz with the many different type of acts this partnership is bringing to Rupp," said Owen. "We are excited about the future at Rupp and we look forward to more great events with Oak View Group Facilities as our booking partners."

"We owe a great deal of gratitude to our promoters, particularly Live Nation, Feld Entertainment, WWE, and many others who have helped us create exciting entertainment opportunities for the region," said Farrar, Oak View's director of booking. "In addition, we would like to thank our wonderful partners at Lexington Center Corporation and the staff at Rupp Arena who work tirelessly to help us present these terrific shows."

Farrar joined Oak View Group Facilities after spending the last four years in Reading, Penn. as the general manager of the Santander Arena and Santander Performing Arts Center. He and the company are raising the bar at Rupp Arena to a whole new level.

In addition to McCartney, Rupp Arena has performances scheduled with Marvel Universe (Sept. 6-9), Justin Timberlake (Sept. 17), Thomas Rhett (Oct. 4), Chris Stapleton (Oct. 27), A Perfect Circle (Nov. 3), Paw Patrol Live (Nov. 6-7), Jeff Dunham (Nov. 10), Bad Bunny (Nov. 11), Halestorm (Dec. 5), Transiberian Orchestra (Dec. 6), Alabama (Dec. 7), Snoop Dogg (Dec. 8), the Impractical Jokers (March 26, 2019), and Pink (May 9, 2019).

In the first eight months of Rupp Arena's partnership with Oak View Group, the facility hosted Alan Jackson (Jan. 1, 2018), Professional Bull Riding (Jan. 17, 2018), Miranda Lambert (March 2, 2018), Winter Jam (March 31, 2018), WWE (April 1, 2018), the Eagles (April 10, 2018), Brantley Gilbert (April 19, 2018), Cirque du Soleil Corteo (March 24-26, 2018), Foo Fighters (May 1, 2018), Five Finger Death Punch (May 8, 2018), Monster Jam (May 12, 2018), Tim and Faith (June 2, 2018) and WWE (July 21, 2018).



BY: BETH MUSGRAVE

SEPTEMBER 20, 2018

JUSTIN TIMBERLAKE'S RUPP CONCERT SETS ONE-NIGHT RECORD. BUT HE'S ABOUT TO BE BEAT BY A BEATLE.

Justin Timberlake's Wednesday night concert at Rupp Arena grossed \$2 million, making it the highest-grossing one-night concert in Rupp Arena history.

Timberlake's show bested the previous record set by the Eagles, which grossed \$1.8 million in June 2015.

"But that total will soon be eclipsed by Paul McCartney," said Carl Hall, who oversees Rupp Arena for the Lexington Center Corporation. The totals for the Timberlake show were announced Thursday during a Lexington Center Corp. board meeting.

McCartney's June 2019 concert at Rupp Arena — with ticket prices starting at \$133 and going way up, like well into four figures at Ticketmaster — is expected to gross more than \$2.4 million, Hall said. The former Beatle has not played at Rupp Arena since 1990.

Lexington Center Corp. entered into an agreement with the Oak View Group in 2017 bring more concerts and special events to Rupp Arena. The Oak View Group is a consortium of more than 27 venues. The group also has a partnership with Live Nation, the largest concert and live entertainment venue in the nation. The Timberlake and McCartney shows were booked through Oak View Group.



Justin Timberlake plays to fans during the Man of the Woods tour Wednesday at Rupp Arena in Lexington. Alex Slitz aslitz@herald-leader.com

“Oak View has been able to bring more events and more diverse concerts that span multiple genres”

Hall said Oak View has been able to bring more events and more diverse concerts that span multiple genres — rock, rap, country and family-friendly shows.

“That brings different people to different shows,” Hall said. “Bookings are definitely up.”

But the highest-grossing act ever to play Rupp Arena is Garth Brooks, whose four-show concert series in 2014 generated \$4.2 million.

2019 - A MASSIVE YEAR FOR RUPP ARENA

2019 was a massive year for Rupp Arena. Highlights include numerous major concert touring artists like Pink and Paul McCartney, the installation of new chair back seats in the upper arena and two new records set: the fastest concert sell out in Rupp history (Luke Combs) and the highest number of concerts on sale in a single month (seven in November).

Despite a four month closure (June 15 – Oct. 4) for renovations in 2019, Rupp Arena hosted 33 public ticketed, non UK Basketball events in an 8-month window, with 313,000 tickets sold. By comparison in 2018, Rupp hosted 30 public ticketed, non UK Basketball events, over a full 12-month calendar year with 328,000 tickets sold.

According to Brian Sipe, Oak View Group Facilities' director of booking for Rupp Arena, "While Oak View Group was excited about our second year in Lexington and the 2019 schedule at Rupp Arena, we are even more excited for what's coming in 2020 with what is already announced, and what is slated to be announced."

"The Lexington Center/Oak View Group and Live Nation Arenas partnership, which began in 2018, has produced outstanding results. We are thrilled to end 2019 on such a high note and we are looking forward to a prosperous New Year in 2020!" said Bill Owen, Lexington Center president and CEO.

Video recap of 2019: https://youtu.be/b_qveAJiJi8



"We are thrilled to end 2019 on such a high note and we are looking forward to a prosperous New Year in 2020!"

2020 Events – Concert/Show Dates

- January 13 – WWE Raw @7:30pm
- January 17 – Harlem Globetrotters @7:00pm
- January 25 – Professional Bull Riding @6:45pm
- February 13 – KISS @7:30pm
- February 14 – Luke Combs @7:00pm
- February 28 – Sturgill Simpson w/ special guest Tyler Childers @7:30pm
- March 1 – No Limits Soldier Reunion Tour w/ Master P @7:30pm
- March 6 – Zac Brown Band @7pm
- March 7 – Winter Jam @6pm
- April 11 – Monster Jam @7pm
- April 16 – 19 – Disney On Ice
- April 26 – Nickelodeon's JoJo Siwa D.R.E.A.M The Tour @7:00pm
- April 30 – Lauren Daigle @7:30pm
- June 5 – Elton John @8:00pm
- August 18 – Justin Bieber @TBD
- September 9 – Journey and the Pretenders @7:00pm

CHI HEALTH CENTER OMAHA

CONTACT INFORMATION

455 N. 10th Street
Omaha, NE 68102
Phone: 402.341.1500:
<http://www.chihealthcenteromaha.com/>

BOOKING CONTACT

Brian Sipe
Phone: 859.551.3067
bsipe@oakviewgroup.com

VENUE OVERVIEW

VENUE CAPACITY:

- 18,300-seat Arena
- 366,000 sq. ft. Convention Center
- New Downtown Riverfront Development

DMA RANKING: Omaha (#69)

OVG FACILITIES ROLE: Booking Services

LENGTH OF TIME PROVIDING SERVICE: 2018 - present

FOOD AND BEVERAGE PROVIDER: Levy

TICKETING SERVICE PROVIDER: Ticketmaster

TENANTS: Creighton Blue Jays (NCAA Division I Basketball M))

NOTABLE EVENTS & ACCOMPLISHMENTS:

- Travis Scott (December 10, 2018)
- Alan Jackson (September 21, 2018)
- Luke Bryan (August 2, 2018)
- Imagine Dragons (June 24, 2018)
- Kevin Hart (May 17, 2018)
- Kid Rock (March 17, 2018)
- Miranda Lambert (March 17, 2018)
- Ed Sheeran (September 12, 2017)
- Shawn Mendes (August 5, 2018)

CLIENT CONTACT

Roger Dixon
President and CEO, Metropolitan Entertainment & Convention Authority (MECA)
455 N 10th St.
Omaha, NE 68102
Phone: 402.341.1500
Rdixon@omahameca.com



SUMMARY

On September 24, 2018 the Metropolitan Entertainment & Convention Center Authority (MECA) unanimously voted to approve a partnership with OVG Facilities to event booking, sponsorship, marketing, and premium seating sales for the CHI Health Center Omaha, a complex consisting of a 19,000 capacity arena and a 500,000 sq. ft. convention center. OVG Facilities will also work with MECA on the proposed new Downtown Riverfront development and potential opportunities at TD Ameritrade Park - home of the NCAA College World Series.

CHI Health Center Omaha is constantly recognized on a global scale. The October 2017 edition of Pollstar ranked CHI Health Center Omaha 53rd worldwide in arena ticket sales. Also in 2017, the website Buzz Feed declared CHI Health Center Omaha the "most Instagrammed location" in the entire state of Nebraska.

CHI Health Center Omaha is home for the Creighton men's Big East basketball games. It also hosts the annual Berkshire Hathaway shareholders meeting, which welcomes thousands of people from across the world. Additionally, every four years the arena converts into a competition pool for the U.S. Olympic Swimming Trials.

MECA SELECTS OAK VIEW GROUP FACILITIES TO STRENGTHEN BOOKINGS AND MARKETING, ESTABLISH NEW NATIONAL SPONSORSHIPS AND INCREASE PREMIUM SEATING SALES FOR THE CHI HEALTH CENTER OMAHA

The Metropolitan Entertainment & Convention Authority (MECA) today unanimously approved a long-term partnership with Oak View Group Facilities to increase bookings, enhance marketing and create new sponsorship/premium sales opportunities for the CHI Health Center Omaha. Oak View Group Facilities specializes in providing premium content and streamlining venue operations for its clients.

"Oak View Group Facilities is the perfect partner to help us further achieve our goals of attracting high-quality events to the region," said Roger Dixon, President & CEO of MECA. "Oak View Group is an experienced team with extensive resources, contacts, and knowledge of our industry, giving us a competitive edge in Omaha."

"Oak View Group becomes an advocate for our city and our facility," added Dixon. "With an on-going presence in all three of the entertainment meccas – LA, New York, and Nashville – Oak View Group gives CHI Health Center Omaha a voice we wouldn't have otherwise. Oak View Group regularly conducts meetings with agents, managers, and promoters, and will ensure tours route through Omaha when coming through the central states. The Oak View Group will make CHI Health Center Omaha a priority play in the Midwest."

"Oak View Group Facilities is the perfect partner to help us further achieve our goals of attracting high-quality events to the region"

"We will also rely heavily on Oak View Group's Global Partnership division to create new, revenue-generating ideas that attract national partnerships," added Dixon.

"MECA has done an outstanding job in operating the CHI Health Center Omaha, as it is one of the top performing arenas in the Midwest," said Peter Luukko, Chairman, Oak View Group Facilities. "We are excited to partner with Roger and MECA in identifying new and exciting opportunities for the region."

Oak View Group Facilities has helped Rupp Arena in Lexington, KY increase bookings more than 100 percent over last year, including shows with Justin Timberlake and Paul McCartney. Additionally, Oak View Group's Global Partnership team recently helped the Portland Trailblazers (National Basketball Association) secure a national sponsorship with Performance Health for Biofreeze to be on the team's uniforms.

Oak View Group Facilities, a division of the Oak View Group, which was founded by Irving Azoff, Tim Leiweke, with Madison Square Garden Entertainment and supported by Silverlake, specializes in event programming, venue assessments, security and emergency preparedness. Oak View Group Facilities can also provide full management services for arenas, stadiums, convention centers and performing arts centers.

Oak View Group will activate its other divisions to help deliver unprecedented results in Omaha. Global Partners will be instrumental in realizing new sponsorship and sales opportunities, and the Arena Alliance's resources will offer an extension to content and opportunities to which CHI Health Center Omaha previously did not have access. CHI Health Center Omaha can lean on Oak View Group's Arena Alliance to gain insight on best practices and tools to maximize event revenue. Currently, 28 of North America's top performing arenas, 15 National Basketball Association teams, and 18 National Hockey League teams comprise Oak View Group's Arena Alliance.

CHI Health Center Omaha is consistently recognized on a global scale. The October 2017 edition of Pollstar, a concert industry trade publication which is owned by Oak View Group, ranked CHI Health Center Omaha 53rd worldwide in arena ticket sales. Also in 2017, the website Buzz Feed declared CHI Health Center Omaha the "most Instagrammed location" in the entire state of Nebraska.

CHI Health Center Omaha is home court for Creighton men's Big East basketball games. It also hosts the annual Berkshire Hathaway shareholders meeting, which welcomes thousands of people from across the world. Additionally, every four years the arena converts into a competition pool for the U.S. Olympic Swimming Trials.

TWO RIVERS CONVENTION CENTER, AVALON THEATRE, AND THE AMPHITHEATER AT LAS COLONIAS PARK

CONTACT INFORMATION

Two Rivers Convention Center
159 Main St.
Grand Junction, CO 81501
Phone: 970.263.5700
Website: <https://www.tworiversconvention.com/>

Avalon Theater
645 Main Street
Grand Junction, CO 81501
Website: <https://www.AvalonTheatreGJ.com/>

GENERAL MANAGER

Maria Rainsdon
mrainsdon@grandjunctionevents.com
Phone: 970.263.5710

Amphitheater at Las Colonias Park
925 Struthers Avenue
Grand Junction, CO 81501
www.TheAmpGJ.com

VENUE OVERVIEW

VENUE CAPACITY:

- Two Rivers Convention Center: 23,000 sq. ft.
- Avalon Theater: 1,100 seats
- Amphitheater at Las Colonias Park: 4,000 seats (*booking only*)

DMA RANKING: Grand Junction-Montrose (#187)

OVG FACILITIES ROLE: Operator

LENGTH OF TIME PROVIDING SERVICE: 2017 - present

FOOD AND BEVERAGE PROVIDER: In-house

TICKETING SERVICE PROVIDER: Ticketmaster

NOTABLE EVENTS & ACCOMPLISHMENTS:

- Decreased the City's Subsidy by almost \$200,000
- Technology upgrades including building-wide WiFi and High-Speed Internet
- Overhauled and revamped the Food and Beverage operations and improved the quality of food by utilizing local and regional products
- Created and implemented training programs for all event-based employees, resolving inefficiencies and improving employee retention
- Decreased food cost by 7.61%
- Expanded grassroots efforts to include window wraps, posters City, and live-size cutouts and photo frames of upcoming events
- Expanded the marketing mix to include social media advertising
- Increased the frequency and diversity of ticketed and free entertainment by working closely with area promoters and co-promoting concerts and shows
- Created events and event series to increase the variety of entertainment options
- In 2018, there were 11 Sold Out Shows at the Avalon Theatre, more than any year since the City of Grand Junction has owned the facility.
- \$11,600 in monetary donations were made to non-profit organizations on behalf of their volunteers during the 2018 Amp season.

CLIENT CONTACT

Name: Jay Valentine | Phone: 970.244.1517 | Email: JayVa@GJCity.Org
250 N 5th Street
Grand Junction, CO 81501



the historic
**AVALON
THEATRE**



SUMMARY

On January 30, 2017, The City of Grand Junction, CO selected Oak View Group Facilities (formerly Pinnacle Venues Services) to manage the 23,000 square foot Two Rivers Convention Center and 1,100-seat Avalon Theatre. OVG Facilities was hired because of their industry experience and relationships. The team's directive was to minimize the City's subsidy, make the venues more profitable, and bring a stronger and more diverse line-up to the Grand Junction region. The management group oversees all venue operations including building maintenance, food and beverage, event management and set-up, security, box office, booking, finance, and marketing for the two venues. The OVG Facilities team was also hired to operate and manage all ticketed events at the City's new Amphitheater at Las Colonias Park.

Located on the Western Slope of Colorado the Two Rivers Convention Center is a 23,000 square foot multipurpose facility that hosts conventions, meetings, banquets, concerts, sporting events and more. The historic Avalon Theatre is a 1,100-seat theater that hosts a multitude of events including concerts, theatrical performances, movies, variety shows and private functions. The new Amphitheater at Las Colonias Park offers an outdoor venue options with a capacity of 4,100.

AVALON BRINGS MORE SHOWS, BIGGER NAMES IN 2019



For fans of live entertainment in Grand Junction, 2019 has been an especially good year with the number of shows growing and bigger names coming to town.

"I don't think it's an exaggeration to say in the 97-year history of the Avalon that this has been its most successful year," Avalon Theatre Foundation Development Director Bryan Wade said.

That success has been evident as the Avalon Theatre has attracted world-renowned artists from LeAnn Rimes to Dave Chappelle.

"Certainly the Chappelle show is an example of us hitting well above our weight," Two Rivers Convention Center and Avalon Theatre General Manager Maria Rainsdon said. "Even at our top performance I wouldn't have expected we'd get that caliber of artist."

Chappelle is an award-winning stand-up comedian and actor.

It has been a quick transformation for the Avalon, which contracted with OVG Facilities — formerly Pinnacle Venue Services — to manage the theatre, as well as the Los Colonias Amphitheatre and the Two Rivers Convention Center, in 2017. Since then the number of live ticketed events at the Avalon has grown from 19 in 2017 to 48 this year, Rainsdon said. Next year the Avalon will host more than 50, she said.

"It certainly has taken off rather quickly," Rainsdon said. "A lot of that is due to the support of the city and the Avalon Foundation and their donors. Being able to purchase a sound system was a huge step for us."

That sound system, which was purchased in 2017, is part of ongoing improvements to the theatre after it was renovated in 2014. This year the Avalon Foundation has focused on fund-raising to install a new digital marquee, as well as digital posters and shade sails for the rooftop mezzanine, Wade said.

"We're working toward having a marquee," Rainsdon said. "Most theaters have a marquee. The Avalon had one originally way back when it opened in 1923." Rainsdon said continuing to improve the Avalon will keep bringing in bigger names.

When Dave Chappelle came in August, Rainsdon said the president of Live Nation, a large events promoter, came and toured the Avalon. The success of the Avalon points to a healthy entertainment ecosystem overall, Rainsdon said. Other venues, like Mesa Theater and Warehouse 25, sixty-five can act like feeders for the Avalon, she said.

"We want to see acts come cut their teeth here and grow too big for the other rooms, go to the Avalon and then be too big for there and have to come over to the convention center or the amphitheater," Rainsdon said. "That's what I'd really like to see."

The Los Colonias Amphitheatre has also seen remarkable growth this year, doubling the number of live ticketed events and breaking its attendance record three times.

In July, country music star Gary Allen broke the record drawing 2,238 attendees then in August the Outlaws and Renegades show, which featured country stars Travis Tritt and Charlie Daniels, brought in 2,575. Then in September, alternative rock band Modest Mouse had 2,877 people turn out for their show making them the current record holders.

"In September between the amphitheater and the Avalon we sold over 9,300 tickets," Rainsdon said. We had eight shows in nine days. We just really exceeded all expectations."

Despite the increased shows and attendance at those venues, Rainsdon said the revenue for the Two Rivers Convention Center was down slightly, as the convention center was closed for four months for renovations. Rainsdon said most of the loss from having the convention center closed was made up by the other venues. Next year, with the convention center reopened, she said she is expecting a 16% increase in revenue over 2018 and a 20.5% increase over 2019.

"The Avalon just continues to pick up steam," Rainsdon said. "I don't think it's going to slow down anytime soon. I think this is going to be the new normal for downtown Grand Junction."

AVALON'S SUCCESS HAS BACKERS THINKING BIGGER

You have to imagine this is what backers of the 2014 Avalon Theatre rehab project had in mind.

A schedule of top-line talent, sold out shows, and a bright future. But while the 2014 Cornerstone Project was pushed across the line despite a rocky economic landscape, current conditions — and a fresh set of \$50,000 donations looking for matches — have fund-raisers seeing an opportunity to claw back some of the amenities left out of the original Cornerstone plan.

"The things that were left out, that we compromised on, were very performer-based and also staff-based," said Bryan Wade, Avalon Theatre Foundation development director. "And that's where we feel like we really have an opportunity to expand the theater again, and really make some strides in getting some of those more A-list type talents on stage.

"I think that's one of the things they look at when looking to come to town," Wade said, of top-level talent.

There are three packages of improvements that Wade thinks could get funded with a new, more aggressive funding campaign aimed at donors. The most visible possible improvements are part of a plan for a flashy new wraparound digital marquee, which along with new digital poster cases and concession signage would "make the theater look complete," Wade says.

Fundraisers are also targeting patron improvements, most notably a canopy for the sun-soaked but spectacular rooftop terrace and shading for the glass-walled mezzanine — improvements critical to maximizing both amenities and drawing in new business. The third set of proposed improvements are behind the scenes, but just as important, Wade argues — portable spotlights, lighting controls, and an internal operations communications system. Still further upgrades include adding a catering kitchen, more storage, and performer dressing rooms and bathrooms, Wade said.

The renewed energy to potentially tackle the projects is in part because of improved economic conditions, but also because of donation matches that are now on the table. The city — which owns the theater — has committed to match \$50,000 for each of the next three years, and an anonymous donor has similarly pledged \$50,000 if it can be matched.

Even after the essential upgrades in 2014 — which replaced cigarette-burned seats falling apart because of rot in the metal, fixed holes in the ceiling, eliminated the sometimes extreme temperature difference between floor level and the balcony, and sturdy bouncy 80-year-old wood in the upper reaches, among other changes — money has been raised to keep improving the Avalon. Improvements in 2017 essentially finished off the Encore Hall, with new screen and projecting technology, basic networking, acoustic tiles, and a new advanced sound system.

A key change also came with the decision in 2017 to bring in a third party, Oak View Group, to manage operations of the theater as well as Two Rivers Convention Center. OVG's extended resources, Wade said, have allowed the theater to book top acts, like comedian Dave Chappelle who sold the place out last week. In fact the theater had more sellout shows in 2018 than ever before, with 14 shows sold out including a two-show sellout for comedian Ron White.

In 2016, the theater logged 16 large ticketed events. Last year there were 39. "This year, I think, is on track to be even a larger year, as far as those large ticketed events," Wade said. A quick glance of the theater's remaining 2019 schedule flashes artist names like LeAnn Rimes, UB40, Lance Burton, Herb Alpert, Lyle Lovett, Bill Engvall, Michael Franti, and Three Dog Night. "We have the potential to get this project pipeline done pretty soon," Wade said, with specific reference to the anonymous donor's recent pledge. "It's there and it's waiting. We just need to unlock it."

"The Avalon just continues to pick up steam," Rainsdon said. "I don't think it's going to slow down anytime soon. I think this is going to be the new normal for downtown Grand Junction."



An artist's rendering of a proposed new wraparound digital marquee shows how the addition could transform the look of the theater's front at 7th and Main Streets. Bryan Wade, development director of Avalon Theatre Foundation, estimates the new marquee has a price tag of between \$85,000 and \$125,000. Image special to the Sentinel

Marketing & Event Booking Services

EXPERTISE SECURING MARKETING ENTERTAINMENT CONTENT AND CONVENTION BOOKINGS

WHO WE ARE

OVG Facilities is a full-service venue management and event programming firm that specializes in providing premium content and streamlining venue operations. We provide services that make an impactful difference, whether it is securing entertainment, meetings and conventions content, identifying and correcting operating inefficiencies, or designing and implementing emergency procedures and policies and providing the critical staff training. Our services produce tangible results that ultimately add to your bottom line, enhance the guest experience, and make a positive impact on the community.

OVG Facilities features a team of highly successful and well-respected industry leaders with a myriad of experience in addressing every challenge a venue or its owner may face. Our team of industry experts helps venues become more profitable, efficient, and safer. We have a proven history of expertly operating venues while making our clients' needs our priority. We are confident we have the experience and knowledge to provide facility marketing and event booking services for the CCCC.

Many of our senior leaders have overseen the pre-opening, construction, and grand opening of arenas, stadiums, convention centers, and performing arts centers throughout North America prior to joining OVG Facilities, including the Wells Fargo Center in Philadelphia, PA; University of Phoenix Stadium in Glendale, AZ; Colonial Life Arena on the campus of University of South Carolina in Columbia, SC; Ted F. Constant Convocation Center on the campus of Old Dominion University in Norfolk, VA; St. Charles Convention Center, Utah Valley Convention Center and Budweiser Gardens in London, ON.

OVG Facilities Co-Chairman, Peter Luukko; President, Hank Abate; and Senior Vice President, Sims Hinds, were instrumental in the establishment of SMG and its early successes. Luukko founded Global Spectrum where he worked very closely with Abate and OVG's Senior Vice Presidents Doug Higgons, Shura Garnett, and Tom Paquette, as the company expanded to over 125 managed facilities. OVG co-founder, Tim Leiweke, served as the President and CEO of AEG from 1996 to 2013. Leiweke founded and ran AEG Facilities with over 150 venues worldwide and has built more than 18 sports facilities, including Dignity Health Sports Park (formerly StubHub Center), O2 Arena London, Staples Center, Mercedes-Benz Arena Shanghai, LA Live, and Mercedes-Benz Arena Berlin (formerly O2 World Berlin), in addition to the day-to-day oversight of the one-time 11 sports franchises under AEG's control.

The following individuals will provide corporate support to the CCCC:

Peter Luukko, co-chair of OVG's Arena Alliance, and Chairman, OVG Facilities. Luukko founded Global Spectrum (now Spectra) and led its growth to more than 200 accounts when he was President of Comcast-Spectacor from 1993-2013. Luukko has over 35 years of industry experience, including nearly two decades as a regional Vice President for SMG, as well as the lead executive for both the Philadelphia Flyers and Florida Panthers, both of the National Hockey League (NHL), where he also served on the League's Board of Governors.

Hank Abate is the President of OVG Facilities. Abate has over 30 years of experience and has held senior management roles with Madison Square Garden Company as Executive Vice President having oversight of Madison Square Garden, Radio City Music Hall, The Beacon Theater, The Chicago Theater, and The Los Angeles Forum. He is also a former Senior Vice President with both Spectra and SMG.

Doug Higgons Senior Vice President for OVG Facilities, has over 25 years of industry experience and was a former Regional Vice President with Global Spectrum (now Spectra). He worked for the 2002 Salt Lake Winter Olympics and was also one of the founders of Pinnacle Venue Services (which was acquired by Oak View Group in 2017, forming OVG Facilities). He was also part of the operations team at Super Bowl XLII in Glendale, AZ.



Led by executives with decades of influence in the venue management business, our combined experience and know-how uniquely position us to provide marketing and event booking services to the CCCC

Tom Paquette Senior Vice President for OVG Facilities, has over 30 years of industry experience, including overseeing the day-to-day operations of AT&T Center in San Antonio, TX, home of the National Basketball Association's San Antonio Spurs. He held numerous General Manager positions with Global Spectrum (now Spectra) and is also one of the founders of Pinnacle Venue Services.

Sims Hinds is the Senior Vice President of Development for OVG Facilities. Hinds has more than a 40-year history in the venue management and concert industry. He has held senior management positions with AEG and SMG and has toured with some of the largest acts on the road. Hinds oversaw the development and opening of PNC Arena in Raleigh, NC – home to the Carolina Hurricanes (NHL) and North Carolina State University; and Hertz Arena in Ft Myers, FL -home of the Florida Everblades (ECHL) team. Hinds is also active in his community, serving as he Vice Chairman of Forward High Point Development Corporation (non-profit), member of the High Point University Board of Visitors, member of Furniture Land Rotary Club, and member of the High Point Community Foundation Board of Advisors.

Shura Garnett is Senior Vice President of Convention Centers for OVG Facilities. With more than 30 years of industry experience, Garnett has served as Senior Vice President of Convention Centers for Spectra Venue Management and Food Services & Hospitality. Her responsibilities included oversight of all Spectra Convention Centers. Garnett has also held positions as Regional Vice President for Spectra, General Manager of the St. Charles Convention Center, Director and CEO of the Midland Convention Center, and the Vice President of Visitor Development for the Midland Chamber of Commerce.

COMPANY BACKGROUND

Oak View Group (OVG), together with affiliated companies, Silver Lake and The Azoff Company, are national and global leaders in the entertainment facility management space. Together, our principals and affiliated companies are leading the arena development space, with over 13 arenas currently in various stages of development including the announced new arena at Seattle Center (\$900 Million) and a new arena at Belmont Park, New York (\$850 Million). OVG's overall development experience is unprecedented and our industry knowledge uniquely positions us as leaders in the development of sports and entertainment facilities.

OVG was formed in 2015 but has a 30-year history built on the longstanding relationship between Tim Leiweke and Irving Azoff, as friends and business partners throughout their time leading their respective sectors and business as leaders in sports and entertainment. They launched OVG with Jim Dolan, executive chairman and CEO of The Madison Square Garden Company and executive chairman of MSG Networks, and MSG Entertainment to create a positive disruption to the sports and entertainment industry. In the beginning of 2018, OVG brought on Silver Lake as an equity partner, which owns companies such as William Morris Endeavor, UFC, PBR, and many more.

OVG's executive team is comprised of industry veterans that have made a career out of helping entrepreneurial and independent companies stand out from the competition. Uniquely, we prioritize partnership and create individual strategies based off the specific needs of our clients and the cities in which they are based. We endorse partnerships based off of collaboration, inclusiveness, and creativity without creating risk or controversy for our partners. Humility is at our core. We're not driven to be the biggest – we're driven to protect, nurture, and bring create the best environment for our clients' businesses.

OVG FACILITIES

In a move that further expanded Oak View Group's footprint in the venue management industry, OVG purchased Pinnacle Venue Services from Tom Paquette and Doug Higgons in 2017 and rebranded it OVG Facilities.

Pinnacle Venue Services, having three years of operations, brought six management contracts and a thriving security and operation assessment business to OVG. The executive staff of OVG Facilities consists of Peter Luukko, who leads the division and is also co-chair of OVG's Arena Alliance; Hank Abate, President of OVG Facilities; and Sims Hinds, Senior Vice President of Business Development for OVG Facilities. Tom Paquette and Doug Higgons now serve as Senior Vice Presidents of OVG Facilities and Shura Garnett as Senior Vice President of Convention Centers. This team of experienced industry veterans have a long history of working together in private management of venues, including stints with SMG, Globe Facility Services, and Global Spectrum/Spectra Venue Management.

OAK VIEW GROUP

Oak View Group ("OVG") was created in 2015 to positively disrupt the sports, hospitality and entertainment industry, leaving the industry better and stronger than where we found it. OVG is a global venue development, advisory, and investment company specializing in the sports and live entertainment industries. Our vision is to be the largest developer and manager of entertainment facilities in the world. OVG is comprised of eight divisions across four global offices (Los Angeles, CA; New York, NY; Philadelphia, PA; and London, England). Our executive team is full of industry veterans that have made their careers out of helping entrepreneurial and independent companies



stand out from the competition. OVG's immense practical and first-hand knowledge fosters an environment of trust and ingenuity. We're driven to protect, nurture, and bring the best out of our clients' businesses. We are also proud of our establishment the OVG Arena Alliance which is comprised of 28 world-class venues partnering together for the first time in history! *Humility is at our core.*

OVG - VISION STATEMENT

We strive through management, equity, and partner deals to be the leading sports and entertainment facility company in the world with a network of independent and complimentary service companies that provide a direct and positive impact for our facilities, ultimately maximizing revenue streams associated with our facilities and re-defining the fan experience.

OVG MEDIA AND CONFERENCES

OVG Media & Conferences was created to be the leading resource in continued education and technological advancements affecting the sports, hospitality and entertainment industry generally, and more specifically, the opportunities and implications that education provides for facility owners and operators.

OVG Media & Conferences seeks to be the industry voice for all things facilities through digital, print, and organized conferences. Key portfolio companies include Pollstar and VenuesNow, giving OVG Media & Conferences the ability to deliver subscribers with daily news briefings and related content on the latest technology advancements and a monthly magazine with content specifically curated for facilities. With the addition of award-winning live entertainment journalist Ray Waddell, a leader and industry veteran in the conference and publications space, OVG Conferences & Publications will continue to build out and program a robust conference portfolio to complement its daily briefings.

OVG COLLEGE

OVG College was developed to provide university and collegiate venues with a diverse scope-of-college solutions which include event creation, facility investments, management and booking, collegiate strategy and campus partnerships, naming rights and brand partnerships, and outbound collegiate ticketing.

OVG
Media & Conferences

POLLSTAR
Live!

OVG
College

MANAGEMENT & BOOKING

Through OVG facilities, we assist universities in both managing and booking their athletic venues.

COLLEGIATE STRATEGY

Oak View Group Collegiate is building a new college strategy with the focus on all aspects of monetization of collegiate facilities, including equity facility partnerships, naming rights, management, booking, event creation and other college solutions.

FACILITY INVESTMENTS

In select cases, we partner with universities in the form of a Public-Private Partnerships on a new or renovated facility to share in the risk and upside on new and existing revenue streams.

NAMING RIGHTS & BRAND PARTNERSHIPS

Assist universities in driving incremental revenue via customized naming rights partnerships often with associated campus extensions.

EVENT CREATION

Assist universities in the creation and scheduling of either a single game or college basketball tournaments through the OVG Arena Alliance domestically or internationally.

CAMPUS PARTNERSHIPS

Assist schools with a unique and innovative consulting-based model that generates additional MMR revenue for both athletics and other campus entities.



GLOBAL PARTNERSHIPS

OVG Global Partnerships is Oak View Group's sponsorship and storytelling division. Led by a team of former senior marketing executives for Fortune 500 companies, OVG Global Partnerships connects world class sport and entertainment properties with world class brands who want to build and communicate a compelling story to their customers through sports and live entertainment.

They are relentless in their pursuit to help clients drive unparalleled engagement and build brand love. They have built some of the most culturally relevant and unique partnerships in sports, entertainment, music, fashion, and corporate social responsibility — partnerships that influenced and created culture over the past decade. From large-scale naming rights to multi-faceted sponsorships and media partnerships, their industry knowledge gives them unprecedented ability to structure, execute, and derive maximum value from these partnerships.

Current clients of OVG Global Partnerships include The Broad Museum, SBE, FELD, the Arena Alliance, the New Arena at Seattle Center, and Belmont Arena. Their team has over 20 years of experience on the property side of sports and live entertainment and has built successful careers on negotiating mutually beneficial outcomes with world class brands. They understand the unique personalities and needs for both the brand and the venue. OVG Global Partnerships will create a compelling and unique story for CCCC that will embrace and reflect the rich history of City and Auditorium Board, the values of the community and the formation of the most valuable corporate sponsorship opportunities.

ARENA ALLIANCE

Formed and led by OVG, this invitation-only group of major market arenas and stadiums utilizes the power of collective leverage through buying, selling, booking, and thinking collaboratively. With venue participation from major markets coast to coast, such as Madison Square Garden (New York, NY); the United Center (Chicago, IL); Wells Fargo Center (Philadelphia, PA); and American Airlines Center (Dallas, TX), this new and revolutionary way of thinking has proven valuable and powerful from both a content and sponsorship perspective.



One of the main objectives of the Arena Alliance is to increase the volume and caliber of content for the group. Historically, it was the industry standard for a facility to wait and have the content request come to them. In the Arena Alliance, we challenge that notion and advocate every day on the Arena Alliance's behalf to ensure that members have a competitive advantage and the ability to bid for both traditional and innovative content. The Arena Alliance's overall goal is to increase the number of events in each of its members' buildings year-after-year. The Arena Alliance works with management and artists to establish artist residencies at respective facilities, works with talent agents to package Arena Alliance members together for Arena Alliance specific tours, leverages the network of its members to influence content providers to book with Alliance members, and leverages the advance knowledge of touring schedules to provide Arena Alliance members with the opportunity to obtain top level content and manage its venue calendar ahead of its competitors.

The Arena Alliance has successfully programmed bands such as Bon Jovi, John Mayer, Bruno Mars, and Earth Wind and Fire in all the members' facilities.

Another main business objective of the Arena Alliance is to increase sponsorship opportunities by targeting non-traditional sponsorship revenue categories. The Arena Alliance, in partnership with OVG's Global Partnerships - OVG's sponsorship division, complements each venue's existing sales and partnership efforts by connecting all the available assets across the portfolio of the Arena Alliance members and packages those assets together as a cohesive campaign with measurable deliverables to the advertising client. This strategy has proven not only innovative and revolutionary but also profitable as the Arena Alliance, in partnership with OVG's Global Partnerships, inked a three-year, \$40 Million national sponsorship contract between Walmart and more than twenty sports venues. Each of the arenas benefitted from a profit of more than \$1.5 Million from this single partnership. This contract is the multi-national, big box retailer's first foray into the sports and entertainment sponsorship landscape.

STADIUM ALLIANCE

OVG Stadium Alliance was created in 2015 with a focus to organize the best-in-class large scale stadiums in North America to share best practices and maximize event revenues. Members of the Stadium Alliance share their experience, knowledge, and relationships with decision makers which results in an increase in incremental events to its affiliated members. Stadium Alliance Partnership Opportunities provide deal negotiations, scaling and ticketing consultation, marketing support, premium seating, optimization of ancillary revenues, and event coordination, as needed. Members of OVG's Stadium Alliance includes Dodger Stadium (Los Angeles, CA); T-Mobile Park (Seattle, WA); Target Field (Minneapolis, MN); Comerica Park (Detroit, MI); TIAA Bank Field (Jacksonville, FL); Guaranteed Rate Field (Chicago, IL); Globe Life Field (Arlington, TX); and Kauffman Stadium (Kansas City, MO).



OVG INTERNATIONAL

OVG International was established in March 2019 and is a London-based entity of Oak View Group that explores arena and stadium development and partnership opportunities in the UK, Europe, Asia, and the Middle East. OVG International has already participated in advanced discussions on a number of projects.



PREVENT ADVISORS

Prevent Advisors is an advisor and implementation service, providing holistic security solutions focused on safekeeping the entire sports and live entertainment facility ecosystem. Chaired by former LAPD Chief and NYPD Commissioner Bill Bratton and led by former Los Angeles Deputy Chief of Police, Mike Downing. Prevent Advisors has been working hand-in-hand with OVG's Arena Alliance to develop and implement security and counterterrorism solutions tailored to meet the 21st century demands of the sports and entertainment facility industry. Services include consulting, venue pre-construction development, sourcing innovative hardware and software, operational implementation, large-scale event personnel support, as well as investment in solution services and companies. Prevent Advisors also represents the NBA, NHL, MLB, and NFL for league-wide security and will be able to seamlessly create a security environment that reflects the requirements of all leagues and specifically address fan and player safety at the highest level.



ELEVATE

Oak View Group, Live Nation, and Ticketmaster have partnered with Elevate Sports Ventures, a collaboration between the San Francisco 49ers and Harris Blitzer Sports & Entertainment (HBSE), to offer best-in-class premium services serving the global sports and entertainment landscape. Elevate Sports Ventures taps into the extensive resources, relationships, and expertise of its partners to innovate and execute comprehensive strategies and solutions in such areas including Stadium Licenses, Premium Ticketing, and Corporate Hospitality. On behalf of OVG, Elevate will support the premium seating and suite sales and servicing strategy associated with the proposed renovations to the new arena development at Seattle Center. The project is tied to the city's interest in serving as a destination for a potential NHL expansion team. Elevate will serve as OVG's preferred premium sales and service agent, supporting all current and future OVG development projects.



OVG BUSINESS DEVELOPMENT

OVG Business Development partners with visionaries at early stage companies in the sports and entertainment space looking to create new markets or redefine existing ones. The Business Development Team leads OVG's investing in major capital projects, such as the renovation of Seattle's KeyArena, Belmont Arena, and additional venues internationally. Together with our affiliated companies, OVG Business Development is leading the arena development space, with over 13 arenas currently in various stages of development including the New Arena at Seattle Center in Seattle, WA; the New Arena at Belmont Park (Belmont, NY); the New Area at the University of Texas at Austin; and most-recently announced, the new arena project in Milan, Italy and the new state-of-the-art sports and entertainment arena in downtown Palm Springs, CA. Articles announcing these three most recent projects are provided on the following pages.



OVG Plans Arena In Milan – Venue Is Company’s First Project Outside U.S.; Live Nation Also Involved

VenuesNow Staff

June 17, 2019

Pollstar



The venue will be able to host international standard basketball and hockey events, with a capacity for live music of up to 17,000.

The Stadium of Milan, located in Milan, a financial and design center in northern Italy. VenuesNow understands the development of the arena will likely begin in 2021 as part of the scheduled regeneration program for the wider site and that it would open in 2024.

The venue will be able to host international acts for live music of up to 17,000. Projected co-CEO OVG co-founder and chief executive officer forward to announcing more European pa

It is partnering with entertainment giant Live Nation on the project.

...to build and run an arena
in the Santa Giulia area of
Milan, Italy...



Agua Caliente Tribe, Oak View Group Announce Palm Springs Arena Plans

Sarah Pittman

June 26, 2019

Pollstar



The Agua Caliente Band of Pima Indians announced the construction of a privately financed arena on 16 acres in Palm Springs on board to fill the venue.

The arena will feature more than 10,000 seats and premium hospitality options. Wednesday's announcement was made by the venue development, advisory, and investment company for the sports and live entertainment industry (as well as Pollstar's parent company) — noted that construction is expected to begin in late February.

Oak View Group has consistently raised the industry standard, and the arena in Palm Springs will be no exception. "We look forward to being part of the world's most exciting and profitable venue, and the arena in Palm Springs will forever change the face of sports and entertainment in the Coachella Valley, Palm Springs and the Coachella Valley."

...10,000 seats including suites and premium hospitality clubs. Groundbreaking and construction are scheduled for February.

...expected to create thousands of permanent and temporary jobs.

NHL Seattle and OVG have jointly submitted an application for the 32nd AHL Franchise expansion team

...unique partnership that will forever change the face of sports and entertainment in Palm Springs and the Coachella Valley



OVG ADVANCES PLANS ON NEW MANCHESTER ARENA PROJECT

Anna Grace

November 26, 2019

IQ Live Music Business



The OVG arena would be located at Etihad Campus, home to Manchester City FC's Etihad Stadium. Image © www.getty.com/fm

Oak View Group has confirmed its interest in building a major new concert venue in Manchester at the end of August, working in partnership with Manchester City FC owner City Football Group

The US-based OVG has confirmed its interest in building a major new concert venue in Manchester at the end of August, working in partnership with Manchester City FC owner City Football Group

The second round of meetings opens on Thursday 28 November, with the consultation period running until Monday 16 December. OVG held a previous round of four consultation events in October to share initial ideas and gauge community priorities.

A world-class arena has to work for the community so continual dialogue to understand priorities and concerns is a vital part of our feasibility process...

A clear objective is that a new arena must deliver a range of training and job opportunities...



MANAGEMENT PHILOSOPHY

The OVG Facilities' venue management philosophy is simple – our mission is to work as an agent for the City and Auditorium Board to execute your goals and objectives as they pertain to the CCCC. We will act as your partner but manage your venues as if they were our own. Our management approach is to deliver the following:

- **Client-Driven Results:** OVG will work with City and Auditorium Board to establish the goals and vision for the CCCC. OVG Facilities will create management plans that are consistent with those goals.
- **Content and Maximized Utilization:** OVG Facilities is uniquely capable of bringing events to the CCCC. We will use our numerous convention center and live entertainment resources to deliver new events that are perfectly matched for your venue, market and owner objectives.
- **Partnership:** OVG Facilities believes in partnership management. We provide the very best in support, resources, and systems to allow our staff to be successful in our partnership with City and Auditorium Board.
- **Flexible Thinking:** We create an environment that encourages our team to adopt and evolve the customized operating plan specifically designed for the CCCC.
- **High-Quality Staff:** OVG Facilities recruits and has access to the best and brightest minds in the industry by providing growth opportunities. We are a company that prides ourselves by putting our clients and staff first. Their success is the foundation of our company's success.
- **Communication:** We will maintain an open, honest, and on-going dialogue with City and Auditorium Board, the CVB, the local community, local stakeholders and our staff in all areas of operations including booking, event execution, finance, sales and marketing,
- **Accountable:** OVG Facilities believes in a relationship where we are held accountable for everything we do, and everything we promise to do.

The foundation of our management and operations plan for the CCCC will be:

- Meet with various hoteliers, attractions, the CVB, and the Auditorium Board to fully understand the Auditorium Board' goals and objectives for the CCCC
- Identify and establish communication with potential clients, meeting planners, wedding planners, show organizers, event producers, sponsors and advertisers
- Meet with local stakeholders with the following goals:
 - Introduce ourselves as your new manager
 - Identify collaborative objectives
 - Establish new relationships
 - Identify possible facility users and sponsors
- Conduct additional market research in the areas of meeting and event demographics, appropriate media and tradeshow opportunities, competitive venues, and the comparative analysis of those to improve our own competitiveness for all events.
- Work with City and Auditorium Board, and the CVB to create a collaborative Marketing Plan for utilization at the CCCC and develop materials necessary to support the Plan.
- Maintain community relations and exposure to the hospitality and meeting industry through constant contact, by means of media releases, promotions, advertising, and direct meetings.

All of this will all be done in conjunction with the City and Auditorium Board, and the CVB, so our marketing and booking plans will be coordinated to maximize our mutual goals. Our basic philosophy is to be your PARTNER in facility marketing and event booking for the CCCC. We will work with City and Auditorium Board on the following:

- Establish and Agree on a Sales and Marketing Budget
- Staffing Plan
- Sales & Marketing Plan
- Specific Financial Procedures
- Overall Business Plan

APPROACH TO SALES, MARKETING AND EVENT BOOKINGS

The OVG Facilities approach to sales, marketing and event bookings is to develop a sales and marketing plan unique to the CCCC that achieves the results the City and Auditorium Board want, including:

Increased Facility Usage

- We will find more events for the CCCC. Our team has extensive experience in the presentation of EVERY type of event hosted by convention centers, arenas and performing arts centers.
- We will invest in developing NEW events for the CCCC
- We have relationships with numerous meeting planners, consumer and tradeshow producers and organizers, festival and special event producers, and family show and concert promoters in the live entertainment touring industry.
- Our strong on-site staff will work daily to find events for your convention center.
- We will work with the hotels, CVB, and public agencies to turn local event ideas into reality, from consumer shows and exhibitions, festivals, concerts, and arts and cultural events, to regional and community events.

Focus on the Bottom Line

- We will create efficient operating plans (full management and operating services)
- We operate with a yield management philosophy that helps to saturate the booking calendar therefore creating greater profitability for the venue.
- We increase advertising sales and event sponsorships.
- We negotiate the lowest possible vendor rates for supplies and services.
- Using our proven specialists, we will attain the lowest possible rates for workers' compensation insurance, employee benefits, and public liability insurance.

OVG Leadership Involvement

- The CCCC will be supported by the senior leadership of OVG Facilities
- Our desire is to have our clients be our best salespeople for future business
- We will be in constant communication with the stakeholders of the convention center and City and Auditorium Board' Contract Administrator

Accountable Financial Decisions

- City and Auditorium Board will receive and be a part of creating and approving our annual budget.
- City and Auditorium Board will receive accurate monthly and yearly reports, detailing venue's activity.
- The OVG Facilities financial records for the venues are open to review at any time.

Aggressive Sales and Marketing Initiatives

- OVG Facilities will aggressively market the CCCC to make sure it is on the map for meeting planners, concert promoters, booking agents, event producers and promoters, and planners of cultural events, banquets, and meetings.
- We will create strategic media partnerships to assist in the advertising and promotion of all our public events at the venues.
- We will assist City and Auditorium Board, event organizers, meeting planners, and local organizations to make each of their events successful.

Focus on Staff

- OVG Facilities will promote an open and direct line of communication among OVG staff, clients, and building managers, allowing them to share ideas, establish goals, and discuss mutual concerns.
- OVG's philosophy of open communication with staff creates a work environment that encourages creativity and a setting where everyone is selling.

Guest Experience

- OVG Facilities' service program encourages and rewards pro-active service initiatives by employees.
- Each and every employee at the facility will be empowered to solve problems.
- Clients and guests of the CCCC will be surveyed to ensure management is aware of their true customer experience, so service programs and staff training can be altered to create a better guest experience.

CORPORATE SUPPORT

OVG Facilities' corporate personnel is comprised of experienced industry veterans who have worked in every facet of the sports and entertainment industry. Our team of professionals is eager and prepared to share their expertise with the City and Auditorium for their CCCC. The corporate resumes of our key staff members who will have a significant role in delivering OVG Facilities' proposed scope-of-services are as follows:

PETER LUUKKO

Chairman

Peter Luukko is Chairman of OVG Facilities, and also serves as Co-Chairman of OVG's Arena Alliance. Luukko is instrumental in overseeing growth for the company by acquiring new facilities, managing relationships with promoters, artists, and managers, and consulting with developers, city officials, and team owners.

Additionally, he is Executive Chairman of the Florida Panthers Hockey Club and Sunrise Sports and Entertainment. Under Luukko's leadership, the franchise experienced several accomplishments including hosting the 2015 National Hockey League Draft and a significant increase in ticket and corporate partnership revenue. Luukko's management also resulted in an increase in bookings of a variety of prominent shows at the team's home venue, the BB&T Center.

Luukko previously served as President and Chief Operating Officer of Comcast-Spectacor, L.P. for more than 25 years, overseeing the Philadelphia Flyers of the NHL, while serving as a member of the National Hockey League Board of Governors. He oversaw Comcast-Spectacor's facility-management business, Global Spectrum (now Spectra) which ran more than 125 sports arenas, stadiums, and convention centers. He was also responsible for the expansion of Comcast-Spectacor's broad range of businesses including its food and beverage, ticketing, and sponsorship sales divisions.

Under Luukko's leadership, Comcast-Spectacor helped Philadelphia garner national attention and awareness by attracting several high-profile events to the city of Philadelphia, including the 2000 Republican National Convention, the 2000 NCAA Women's Final Four, the 2001 NCAA Men's East Regionals, the 2001 and 2002 X-Games, the 2002 NBA All-Star Weekend, the 2008 U.S. Olympic Team Trials for Gymnastics, the 2011 NCAA Wrestling Championships, the 2014 NCAA Frozen Four, and several other sports and entertainment events.

As President of the Flyers, he played an instrumental role in his club participating in two Winter Classics (2010 and 2012), while also hosting the 2014 NHL Draft. A recognized leader in the facility management industry, Luukko was the 2000 recipient of the City of Hope's Tri-State Labor Award. He also received the 2002 prestigious Harold J. Vander Zwaag Distinguished Alumnus Award from the Sports Management Program of the University of Massachusetts for his accomplishments in the field of sports management. He received the 2013 Police Athletic League PAL Award for his contributions to the Philadelphia community.

In 2013, Luukko and Comcast-Spectacor Chairman, Ed Snider, ranked 43rd on Street & Smith's Sports Business Journal's prestigious list of the Top 50 Most Influential Leaders in Sports Business. They were also two-time winners of Venues Today's Hall of Headlines. He also was named one of Billboard Magazine's Power 100 (2012 and 2013).

Luukko, 60, serves as an active member of the Board of Directors of Pointstreak Sports Technologies Inc., a Toronto company that develops sports-related software, including 50/50 raffle technology, increasingly used at sports facilities across North America. He also serves as Chairman of the Board of Directors of Philly Sports Holdings, an Exton, PA based holding company that operates Sports Vault and Strategic Sports Marketing. Luukko is a hockey player, hockey coach, and hockey parent. He is a graduate of the University of Massachusetts. Luukko and his wife, Casey, have three children Nick, Dana, and Max.

HANK ABATE

President, OVG Facilities

Hank Abate has over 30 years of experience covering all aspects of arena, theater, and stadium management. Prior to his role with OVG Facilities, Hank was the Executive Vice President of Venue Management for The Madison Square Garden Company having oversight of Madison Square Garden, Radio City Music Hall, The Beacon Theater, The Chicago Theater, and The Los Angeles Forum. He is the former Senior Vice President of Global Spectrum (now Spectra Venue Management) and for MSG. While with Global Spectrum, Abate played a key role in merging the operations of Ovations Food Services and Global Spectrum Facilities Management, while overseeing more than 40 facilities with a focus on increasing event activity and driving bottom-line growth. Prior



to that, he spent 20 years working for SMG Facility Management, where he held many key positions and had principal responsibility for SMG-managed arenas and stadiums in more than 120 cities.

DOUGLAS HIGGONS

Senior Vice President

Doug Higgons is a 25-plus year veteran of public assembly facility management with experience in administration, operations, marketing, booking, pre-opening services, and event operations for arenas, theaters, stadiums, and conference centers throughout the United States. He has provided invaluable assistance in the design, construction, grand opening, renovation, operations, and transition phases of over 20 different arenas, stadiums, theaters, and conference centers. He has experience in numerous international events such as Olympic Games, Super Bowls, FIFA Cups, NCAA Championships, and stadium concerts.

Higgons spent close to 20 years working for the facility management company Global Spectrum including his last 10 years with the company as a Southeast-based Regional Vice President overseeing 16 separate accounts which included arenas, conference centers, and 10 theaters.

Higgons has vast experience in management and operations for the Olympics which traces back to 1996 when he was involved in event services for the Atlanta Olympic Games. He later served as the Deputy General Manager for the Utah Olympic Oval during the 2002 Winter Olympic Games in Salt Lake City. In this role, Doug was responsible for the daily operations of the Olympic Oval, for the transition of the venue to an Olympic facility, and the venue operations for speed skating during the 2002 Olympic Games. Higgons also has a diverse background in venue security, as he had daily interaction with members of the US Secret Service, FBI, US Military, and local law enforcement. He also co-authored the Emergency and Incident Response Plan for the venue, combining the needs of the athletes, guests, and staff, while keeping security as the primary concern.

Higgons is a 1992 graduate of the Sports Management program at the University of Massachusetts. He has served as an Adjunct Instructor at Old Dominion University and the University of New Hampshire co-teaching graduate and undergraduate level courses focusing on facility management. He is an active member of International Association of Venue Management (IAVM) and is a graduate of the IAVM's School of Venue Management. He has also served on the arena and university committees for IAVM. Doug is a native of Massachusetts and currently resides in Williamsburg, VA.



SHURA GARNETT

Senior Vice President, Convention Centers

Shura Garnett is Senior Vice President of Convention Centers for OVG Facilities. Prior to her role with OVG, Garnett served as Senior Vice President of Convention Centers for Spectra Venue Management and Food Services & Hospitality. Her responsibilities included oversight of all Spectra Convention Centers and for the development and implementation of Spectra's national sales initiatives for all convention centers.

With almost 30 years of industry experience, Garnett has held positions as Regional Vice President for Spectra, General Manager of the St. Charles Convention Center, Director and CEO of the Midland Convention Center, and the Vice President of Visitor Development for the Midland Chamber of Commerce.

She has held Board positions for both Trade Show Executives Exposition Forecasting Board and the Center for Exhibition Industry Research Foundation. Formerly, Garnett was on the Board of Directors for the St. Charles Chamber of Commerce, and elected to the Texas Department of Economic Development's Tourism Advisory Committee. As part of her IAVM activities she served as Chairman of the IAVM Convention Center Committee, member of the Industry Affairs Committee, member of the Board of Governors, Chair of the Board of Education, and Chair of the Diversification Committee. She was then elected 1st Vice President of IAVM and worked her way through the chairs to become the Chairman of the Board of the IAVM.



She is a current member of ASAE, IAEE, IAVM, MPI, and PCMA. She is the recipient of the 2008 St. Charles Zonta Yellow Rose Award, the 2008 recipient of Venue's Today's "Women of Influence" Award, the recipient of the 2005 IAVM Presidential Citation and most recently the 2014 recipient of the prestigious Charles A. McElravy Award, the 27th recipient since 1963. Facilities and Destinations has named her as an Elite Convention Center Executive for two years in a row.

THOMAS PAQUETTE

Senior Vice President

Tom Paquette's 25-plus years of expertise in managing sports and entertainment venues includes serving at a variety of venue types and sizes and hosting a myriad of events including NBA, NHL, NCAA basketball and hockey, arena and stadium concerts, national political conventions, ESPN X-Games, and music festivals. He has led arenas through construction, pre-opening, and opening phases as well as major renovation projects.

Paquette held the position of Vice President and General Manager of the AT&T Center for Spurs Sports & Entertainment, managing the arena during the 2013 NBA Finals, 2014 NCAA Men's Basketball Tournament, and the annual San Antonio Stock Show & Rodeo. Additionally, he spent 10 years as General Manager of Colonial Life Arena at the University of South Carolina, guiding the arena through construction, opening, and the first nine years of operation. After opening in 2002, it quickly became one of the premier university arenas in the United States and one of the most successful arenas in the Southeast. Prior to moving to South Carolina, he served as the Director of Event Production at the Wells Fargo Center and Spectrum in Philadelphia, PA.

Paquette has also served as General Manager at the Tsongas Arena in Lowell, MA, seeing it through construction, opening, and its first years of operation. Before his years in Massachusetts, he served as General Manager of the American Royal Center and Kemper Arena in Kansas City, MO. He began his venue management career as Assistant Arena Manager at the University of Tennessee's Thompson-Boling Arena. While at the University of South Carolina, he served as an Adjunct Instructor in the College of Hospitality, Retail, and Sports Management, teaching graduate and undergraduate level courses focusing on facility and event management.

Paquette earned his Bachelor's Degree in Business Management from St. Joseph's University in Philadelphia, PA and is a graduate of the International Association of Venue Management's (IAVM) School of Venue Management. He is an active member of the IAVM, serving on its initial Safety and Security Task Force, organized after the events of 9/11.



SIMS HINDS

Senior Vice President, Development

Sims Hinds is Senior Vice President of Development for OVG Facilities. Prior to his time with OVG, Hinds spent his career working with organizations such as The Walt Disney Company, the PGA Tour, the Atlantic Coast Conference (ACC), Live Nation, and several others. He's held senior positions at some of the industry's most recognized companies, including Concerts West, SMG, AEG, the Carolina Hurricanes, and HKS World Events.

Recently, Hinds has worked with development of downtown High Point, NC, on a mixed-use district anchored by a multipurpose stadium; a new arena in Virginia Beach, VA.; expansion and renovation of Rupp Arena Sports, Entertainment, and Arts District in Lexington, KY; and more.



CHRIS ASOUZU

Vice President of Finance

Chris Asouzu is responsible for all financial reporting and reconciliation for the OVG Facilities' venues. Asouzu works with administration staff and department heads to ensure full contract compliance. Chris is a 30 plus year account, finance, and management professional, with 12 years of direct industry experience. He is a former Regional Director of Finance for Global Spectrum (now Spectra) and former Accounting Manager and Treasury Services Manager for Knight-Ridder, Inc. in Columbia SC.

Asouzu is also a member of several organizations including a Board Member for Congaree Vista Guild Business District in Columbia, SC; Alpha Phi Alpha fraternity incorporated; Knight of Peter Clavier Court #380; Columbia Urban League Guild Committee, and a Board Member and Chairman of Budget and Finance Committee, South Carolina Midlands Authority for Conventions, Sports and Tourism Board.



MARISSA DIONNE

Senior Director of Marketing

Marissa Dionne is a 15-year veteran in the entertainment and venue management industry specializing in Marketing, Public Relations, Sponsorship, and Group Sales. Marissa's career has been formed from a foundation in arena management and marketing and has grown to include convention center-related activities.

Throughout her career, she has worked alongside arena event promoters including Live Nation, AEG Live, Feld Entertainment, Harlem Globetrotters, among many others, while promoting and ensuring successful events at arenas throughout the country. Dionne has assisted with local sports franchises from the American Hockey League (AHL) and NBA Development League (D-League). Dionne spent eight years with Global Spectrum (now Spectra) supporting several marketing and sales professionals in other Global Spectrum-managed arenas and conventions centers across the U.S. and Canada. As Regional Director of Marketing, she kept monthly communication with each venue's General Manager and Marketing Department members, coached and developed marketing skills, shared successful ideas and campaigns while assisted in the management of the corporate National Marketing Campaign.

In addition to her Regional role, she led an NCAA Division I Basketball Tournament local organizing committee in hosting a week-long tournament. Further, Dionne oversaw an extensive national marketing campaign for the Springfield, MA-based MassMutual Center, a 100,000-square foot convention center, and 6,500-seat hybrid venue.



MONIQUE BRYCKI

Senior Director of Facilities Development

Monique Brycki is Senior Director of Facilities Development for OVG Facilities and brings with her more than 13 years of experience in the sports and entertainment industry. Brycki is responsible for the development of OVG Facilities' new business initiatives with an emphasis in prospecting potential new venue management clients. She does this by taking a strategic approach in finding and developing new business opportunities. Brycki also has oversight in the development of the organization's Request for Proposals process by analyzing and responding to RFPs and is responsible for all research associated with potential new accounts.

Prior to her role with Oak View Group, Brycki worked for Spectra Venue Management, Food Services & Hospitality, and Ticketing & Fan Engagement as Director of Strategic Business Development. In this position, she was responsible for vetting and developing new business opportunities for each respective service. She created and implemented a Business Plan for the department, which outlined the overall strategy for targeting new business opportunities. While serving in this capacity, Brycki was responsible for exceeding the department's Key Performance Indicators which resulted in nearly \$195,000 in Operating Cash Flow for the first fiscal year of operation. Brycki also served as Director of Business Development and Client Relations during her tenure with Spectra (formerly Global



Spectrum), where she collaborated with regional and corporate staff to develop and write technical and management content for responses which were compliant with the RFP request.

MATT LASHOFF

Director of Business Development

Matt Lashoff is OVG Facilities' Director of Business Development and brings with him more than 15 years of experience in the sports and entertainment industry. Prior to his role with OVG Facilities, Lashoff led a 12-year professional hockey career which began in 2005 when he was drafted 22nd overall for the Boston Bruin's 2006-07 season. Lashoff's tenure with the National Hockey League ("NHL") also included positions with the Toronto Maple Leafs and Tampa Bay Lightning. While playing professional ice hockey, Lashoff also was responsible for running a music production company in charge of booking and music publishing for artists and songwriters. In addition to Lashoff's current role with OVG Facilities, he volunteers time with the St. Louis Blues Alumni Association and local St. Louis (MO) Youth Hockey Associations. Matt also sits on the board of The Warrior Transition Network, a foundation helping veterans transition from military to civilian life.



FRANTZER LEBLANC

Corporate Director of Operations

Frantzer LeBlanc is Corporate Director of Operations for OVG Facilities and has spent his career of more than 14 years in the public entertainment facility management space. In his current position, LeBlanc is responsible for facility repairs and maintenance, cleaning, event operations telecommunications, and capital improvement projects and supervision of Facility Operations Departments at OVG Facilities'-managed venues. He has experience overseeing all facilities events, operations, and custodial responsibilities as well as working with promoters, production managers, and various vendors and contractors. LeBlanc also has extensive experience in the overall management of events including logistics for concerts and shows, rider fulfillment, back-of-house production, front-of-house operations, and FF&E infrastructure. During his tenure, LeBlanc has held various operations-focused positions at the UMBC Event Center (Baltimore, MD); Bob Carpenter Center (Newark, DE); Hofstra University (Hempstead, NY); Wagner College (Staten Island, NY); and American University (Washington, D.C.).



OVG EXECUTIVE STAFF

TIM LEIWEKE

Chief Executive Officer, OVG

Co-founder and Chief Executive Officer of OVG, Tim Leiweke is a leader and veteran in the sports and entertainment industry with more than 30 years of experience spanning multiple professional teams, leagues, and facility developments around the world. No one else has been recognized on both the Billboard Top 100 People in the Music Business and the Most Influential Sports Executives by the Sports Business Journal in the same year. In addition to creating Coachella and other iconic music festivals, he has also been part of Championship teams in the NBA, NHL, MLS, AHL, and DEL.

Due to his consistent and devoted passion to community programs, Leiweke has been recognized for his support of several charitable organization including the City of Hope, Anti-Defamation League, Paras Los Ninos, Los Angeles Sheriffs Youth Organization, Children's Hospital Los Angeles, Covenant House Toronto, Giants of Africa, and many others spanning many important causes.

Leiweke's newest endeavor, in partnership with Irving Azoff, was the founding of Oak View Group in 2015. Prior to this, he served as President and CEO of Maple Leaf Sports and Entertainment with the following properties in its portfolio: NHL Toronto Maple Leafs, NBA Toronto Raptors, MLS Toronto FC, Air Canada Centre, Ricoh Coliseum, Maple Leaf Square, and BMO Field. Leiweke's impressive resume also includes him serving as Founder, President, and CEO of Anschutz Entertainment Group (AEG) and acquiring and merging more than 50 sports and entertainment companies.

Leiweke was responsible for the development of the Staples Center, home of Lakers, Kings, and Clippers and was integral in the creation of L.A. LIVE, a sports, residential, and entertainment district adjacent to Staples Center and the Los Angeles Convention Center. He has led the \$2.5 billion development that includes Club Nokia, a 2,300-capacity live music venue; Microsoft Theatre; L.A. Live; and a 54-story, 1,001-room convention headquarters destination, featuring Ritz-Carlton and JW Marriott hotels, along with 224 luxury condominiums.

Leiweke has also served as President of the Denver Nuggets and Vice President of the Minnesota Timberwolves, inking their first naming rights deal in sports with the Target Center in 1989.

IRVING AZOFF

Co-Founder, Oak View Group

In 2015 Irving Azoff was in part responsible for co-founding Oak View Group and currently serves as a significant member of OVG's Advisory Board. In this role, Azoff contributes his industry experience and vast network of contacts.

In 1974, Azoff founded Front Line Management and became the exclusive manager for the likes of Jimmy Buffet, Journey, Jon Bon Jovi, and Van Halen. Azoff is also responsible for turning MCA Music Entertainment Group's fortunes around when he served as the label's Chairman and CEO. After leaving MCA to join Warner Music Group, Azoff created Giant Records and ran it for several years before deciding to return to managing artists. In 2008, Ticketmaster acquired Front Line Management and Azoff was named CEO of Ticketmaster as part of the acquisition. That same year, Azoff was awarded Advertising Age's Marketer of the Year. Azoff later became Chairman of Live Nation and was named the most powerful person in the music industry by Billboard magazine.

In 2013, Azoff announced a joint venture with The Madison Square Garden Company naming it Azoff MSG Entertainment. Azoff serves as the company's Chairman, CEO, and as a consultant to all MSG-managed venues, including The Forum. Azoff recently purchased MSG's share in the joint venture, renaming the company The Azoff Company. In addition to his tenure in the music and live entertainment industry, Azoff has been involved in film production which includes movies like *Fast Times at Ridgemont High*, *Urban Cowboy*, *Jack Frost*, *Inkwell*, and *Above the Rim*.



FRANCESCA BODIE

President, OVG Business Development

Francesca Bodie has operated at some of the highest levels of sports and entertainment. Her expertise intersects an array of skill sets from marketing, sponsorship, and operations to development, finance, and partnerships. As President of Business Development for OVG, Bodie helps lead the company across a variety of fronts. In addition to helping OVG's partnerships and acquisitions, she also oversees the company's operations and spearheads all new real estate development projects for sports and entertainment facilities, including the firm's major new projects at KeyArena in Seattle, WA and Belmont Park in New York, NY. Prior to joining OVG in March 2015, Bodie served as Vice President of Special Projects for AEG, overseeing a broad range of world-class programming, live events, and production at L.A. LIVE and other facilities around the world.



CHRISTINA Y. SONG

General Counsel, OVG

Christina Song was named General Counsel of OVG in 2016 after working for Madison Square Garden for more than nine years, most recently serving as Vice President, Business, and Legal Affairs. While at MSG, Song worked on a number of marquee and signature marketing partnership agreements across MSG's various teams and properties while also providing day-to-day support to the partnership activation team. Prior to joining MSG, Song spent six years working on entertainment and intellectual property-related matters for Duane Morris and Hunton & Williams in their respective New York offices.



MIKE EVANS

President, Live Nation Arenas

Michael Evans, President of Live Nation Arenas, is a 35+ year live entertainment industry veteran with a vast background in all aspects of live entertainment. In his current role as President of Live Nation Arenas, Evans oversees the programming needs and expectations of Live Nation's facility partners with a focus on major market arenas. Under Evans' leadership, Live Nation Arenas Division has developed expanded Live Nation partnerships and relationships with a select group of NBA and NHL facilities. He works with the Presidents of Live Nation's North American, European, and Worldwide Concert Divisions to facilitate their programming and booking initiatives. Evans also serves as a liaison to the Ticketmaster Division and consults with Artist Nation Management on alternative touring projects.

Prior to joining Live Nation, Evans was the Executive Vice President of SMG Sports & Entertainment and also served as a top executive for Washington Sports & Entertainment in Washington, D.C. During that time he was responsible for the content bookings at more than 75 arenas and five NFL stadiums.

Evans has been nominated by Pollstar Magazine for Pollstar Awards in both the Talent Buyer and Facility Manager categories and has served on the Board of Directors for the PBR (Professional Bull Riders) and the CMA (Country Music Association).



JON PETRUNAK

Vice President, Live Nation Arenas

Jon Petrunak is Vice President for Live Nation Arenas Division. Petrunak joined Live Nation in 2014 after spending 13 years with SMG. In his current position, Petrunak handles the day-to-day needs and expectations for Live Nation Arenas clients and works with all promoters to facilitate programming and booking initiatives for Live Nation Arena venues. He works with Live Nation's North American Concerts Division Touring office, Presidents, and Talent Buyers to support their programming and booking plans. He also serves as a liaison to the Ticketmaster Division.

During his time at SMG, Petrunak was the Vice President of Live Entertainment and oversaw the programming for SMG's 75 arenas and five stadiums. Petrunak serves on the board of directors and executive committee for the International Entertainment Buyers Association. He is a graduate of James Madison University and also holds an MBA from Kutztown University.



OVG FACILITIES' CONVENTION CENTER MANAGEMENT EXPERIENCE

OVG Facilities offers its clients the expertise and knowledge of an Executive Management team with more than 100 years of combined convention center experience. This team of seasoned experts has successfully led the management of hundreds of convention center facilities in their tenure. They have helped grow revenue, increase events, minimize expenses, and create memorable experiences at the convention center venues to which they have provided direct oversight. OVG Facilities Chairman, Peter Luukko; President, Hank Abate; Senior Vice President of Convention Centers, Shura Garnett; and Senior Vice President, Doug Higgons, were all instrumental in the successful management and operation of the following convention center facilities:

- Kovalchick Complex at Indiana University of Pennsylvania (Indiana, PA)
- Two Rivers Convention Center (Grand Junction, CO)
- Saint Charles Convention Center (St. Charles, MO)
- Long Beach Convention & Entertainment Centre (Long Beach, CA)
- Greater Richmond Convention Center (Richmond, VA)
- Owensboro Convention Center (Owensboro, KY)
- Miami Beach Convention Center (Miami Beach, FL)
- Moscone Center (San Francisco, CA)
- Overland Park Convention Center (Overland Park, KS)
- Atlantic City Convention Center (Atlantic City, NJ)
- Veterans Memorial Community Choice Credit Union Convention Center (Des Moines, IA)
- Duke Energy Convention Center (Cincinnati, OH)
- Utah Valley Convention Center (Provo, UT)
- Atlanta 1996 Olympic Games
- Salt Lake 2002 Olympic Games



Executive Convention Center Management Experience



PETER LUUKKO
CHAIRMAN
25 YEARS



HANK ABATE
PRESIDENT
20 YEARS



SHURA GARNETT
SR. VICE PRESIDENT
CONVENTION CENTERS
30 YEARS



DOUG HIGGONS
SR. VICE PRESIDENT
25 YEARS



TOM PAQUETTE
SR. VICE PRESIDENT
25 YEARS

Letters of recommendation highlighting the experience and qualifications of our Senior Vice President of Convention Centers, Shura Garnett, are provided on the following pages.

LINDENWOOD

To Whom It May Concern:

Let this letter serve as a strong affirmative endorsement of Shura Garnett as a well-qualified and skilled senior executive in the public assembly venue industry. I base this recommendation on two foundations of industry knowledge and working relationships. I also have had the opportunity to observe Shura Garnett in both public and business settings where her personal skills have distinguished themselves as nothing short of outstanding.

For five years (2006-2011) I served in the role of Director of Tourism for the City of St. Charles, Missouri. That capacity had as one of its responsibilities to be the contract administrator of the city's management contract between Global Spectrum and St. Charles for the management of what was then a new convention center. During those five years I was in attendance at Shura's board meetings and had a variety of dealings with Shura as it related to securing conventions and other business for the venue. My staff and Shura's staff worked closely in many situations to bid and secure various pieces of business. In addition, there were many occasions where both the operation of the convention center and its financial goals were significant items in my role as the Tourism Director.

During those five years I found Shura Garnett to be what I would term a "star" in the public assembly venue industry. Her leadership, her staff mentoring, her fiscal responsibility, her poise and her strategic thinking were all clearly on display as she navigated the role of convention center general manager. In addition, her highly refined operational skills proved to be a great advantage to St. Charles in obtaining business that would not likely have come to our sized venue other than by Shura guiding her staff and mine to a strategic approach that convinced the client that St. Charles was their best choice.

In addition, one of the many noteworthy strengths and skills demonstrated consistently by Shura Garnett was the high standard of operational skills she and her staff delivered to the client time after time. Shura set a high bar and exceeded every time with every client.

Perhaps most astonishing was the financial success this venue had from Shura's ability to understand the revenue streams and operational issues that make venues profitable. If memory serves me right she surpassed all financial goals during those years with one exception in the depths of the downturn in the nation's economy. Even then Shura reacted in a prudent manner and adjusted fixed and variable costs to put the profit back in the operation right away. While at the same time balancing the security of her well trained staff to avoid any mass exodus in a slow time for the country and the industry.

Last, I make these observations on having been involved in the public assembly venue industry for over four decades. I have been a client in probably at least 60-75 various types and sized venues across North America. I have run several complexes and I have been a consultant to some. These venues range from the Miami Beach Convention Center to Madison Square Garden and from the Rose Bowl to Scotiabank Convention Centre in Niagara Falls, Ontario. Based on that background I think I can safely assert that Shura Garnett is one of the most talented executives working in the industry today.

Sincerely,


David Rosenwasser J.D.
Associate Professor
Plaster School of Business and Entrepreneurship
Lindenwood University

Lindenwood University / 209 South Kingshighway, St. Charles, MO 63301 / 636.949.2000



January 25, 2019

To Whom it May Concern:

My name is Tim Lewin. I am the General Manager of the Embassy Suites by Hilton St. Louis/St. Charles. We are connected to the St. Charles Convention Center in St. Charles, MO. I have worked at this property for almost 6 years. During my tenure I have had the pleasure of working with Shura Garnett for almost 5 of those years.

The St. Charles Convention Center is one of few of the convention centers across the country that regularly make money. A key to this success is the partnership, teamwork, and leadership provided by Shura. She builds trust with her partners through the way in which she conducts her work with honesty and integrity. Shura builds teamwork through understanding the importance of each partners' strategic mission and vision as well as the understanding that each partners' perspective and business success is important.

In our partnership together, we were able to continuously grow revenues for our respective companies, build stronger guest service scores and reach the goals set forth by each partner.

Sincerely,

Tim Lewin
General Manager
Embassy Suites St. Louis/St. Charles

Two Convention Center Plaza
St. Charles, MO 63303
Telephone: 636-946-5544 Fax: 636-946-5577
www.stlouisstcharles.embassysuites.com



ST. CHARLES COUNTY
Convention & Sports Facilities Authority

To Whom it May Concern:

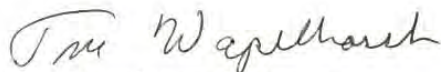
The Saint Charles County Convention and Sports Facilities Authority located in Saint Charles, Missouri oversaw the design and construction of the Saint Charles Convention Center in concert with the City of Saint Charles. The Authority and the City now govern the management and operations of this 152,000 square foot highly successful convention center. This governance included the hiring of a private management firm. Shura Garnet was employed by the management firm to provide the direct management of the Center.

Ms. Garnet worked on the St. Charles Convention Center 18 months before the Center opened in 2005 and served as the General Manager for 15 years. It was Shura's attention to detail and knowledge of convention center operations that provided a very successful business template for the facility. To date, the Saint Charles Convention Center has exceeded their operations budget for every year since opening except 2008. There are very few convention centers that operate in the black, especially one that generates from \$100,000 to \$1 million annually.

Shura Garnett was a part of the success at the Saint Charles Convention Center. Consequently, the Authority highly recommends Shura Garnett for her skills and expertise in the design, development and operations of a convention center. We can truly recommend Ms. Garnet as one who has a level of expertise that others can only strive to obtain.

Please feel free to contact us should you wish to discuss further.

Sincerely,



Tom Wapelhorst, Chairman
St. Charles County Convention and Sports Facilities Authority

P.O. Box 858 • Saint Charles, MO 63302
636-896-1830 • Fax 636-896-1831

SERVICES OFFERED TO SECURE AND MARKET ENTERTAINMENT CONTENT AND CONVENTION BOOKINGS

SALES, BOOKING, AND MARKETING

OVG Facilities was created with the intention to make a positive disruption in the entertainment industry and built by the most creative, experienced, and forward-thinking individuals in the sports, entertainment, hospitality and venue management industries. It is that same philosophy which is applied to our sales and marketing approach at all the venues we manage including our convention centers, arenas and performing arts centers. Each of our sales and marketing campaigns begins with a focus on delivering a successful client experience and positive guest experience. That vision is the foundation of our Sales and Marketing Plan and is carried throughout our daily interactions with guests, customers, employees, and the community stakeholders. We pride ourselves in always being “out-of-the-box” when it comes to developing sales and marketing campaigns, and it shows in our results.

If selected, we will develop a creative and all-encompassing Sales and Marketing Plan that is specific to the needs for the CCCC, the community, and its stakeholders and crafted in collaboration with the CVB.

CORPORATE MARKETING SUPPORT

No other venue management company offers its clients the level of corporate and marketing support that OVG Facilities offers. As an organization, we are backed and supported by OVG and its affiliated network of companies.

OVG Facilities offers its clients the most creative methods for the sales and marketing of their venues. Our team of marketing professionals stays on top of the latest marketing trends, builds strategic relationships with key industry and local organizations, and shares best practices and resources. We also provide a variety of sales and marketing services that include:

- In-house advertising
- Event marketing and promotional services
- Public, media, and community relations services
- Professional support for venue website design, development, maintenance, and search engine optimization
- Database marketing
- Group Sales
- Graphic design services
- Event promotions and sponsorship
- Corporate sponsorship sales

We also encourage our employees to become active participants in industry associations, which provides additional exposure for our clients. We serve as corporate leaders on association boards, committees, panels, and task forces; provide support and sponsor industry-wide events; and attend, participate, and serve on panels in major and regional industry events. These organizations in which we have or do serve in these capacities include:

- American Society of Association Executives (ASAE)
- Center for Exhibition Industry Research (CEIR)
- International Association for Exhibitions and Events (IAEE)
- International Association of Venue Managers (IAVM)
- Meeting Professionals International (MPI)
- Professional Convention Management Association (PCMA)



The City, Auditorium Board, and the CCCC will also receive direct support from OVG Facilities' Senior Director of Marketing, Marissa Dionne. Marissa has an extensive background in convention center sales and marketing. For over eight years, she worked at a hybrid venue overseeing the marketing efforts for an arena and convention center. In addition, Marissa was the Regional Director of Marketing for Global Spectrum's (now Spectra) Arena and Convention Center venues.

At the local level, Marissa was tasked with bringing a creative spin to marketing long-term and short-term convention center efforts. By working on the arena side of the industry, Marissa brought that type of marketing effort over to the convention center side. Working hand-in-hand with the Convention & Visitors Bureau and the sales team, they developed several national marketing campaigns, sales blitzes, creative site visitors and proposals, and wowed guests on FAM tours. This collaboration helped to bring in several long-term pieces of business to the venue and city.

At the regional level, Marissa supported the marketing efforts of all Convention Center and Arena Marketers throughout the U.S. and Canada. She ensured the marketers had the best tools and resources available to help support the sales and marketing efforts at each of their venues. The group shared best practices on marketing and public relations, creative ideas on sales blitzes and trade show booth design, discussed event creation, and how to best support their sales teams. Additionally, Marissa worked one-on-one with each venue marketers to ensure they were implementing these best practices and delivering results for their sales team.

A sample Marketing Plan has been provided as *Appendix A* to this Response and was written and implemented by Marissa for the Two Rivers Convention Center and Avalon Theatre in Grand Junction, Colorado. The plan showcased the venues' experience in the industry as well as highlighted our capabilities in working with CVBs and other area partners.

"Robert Morris University engaged OVG as manager of the UPMC Events Center nine months before construction of the multipurpose arena and conference center was completed, and OVG's expertise was invaluable in helping the university outfit the building Facilities to host concerts, sports, and other entertainment events." – Jonathon Potts, Vice President, Public Relations and Marketing

SALES AND MARKETING PLAN

It's hard to break through the clutter of advertising to get your message delivered to the correct target. Simply put, it takes proactive and engaging efforts to get results. This requires the execution of a creative Sales and Marketing Plan and successful partnerships that position the CCCC as a destination for events and their attendees. Our sales and marketing philosophy and spirit focuses on targeted marketing techniques that engage all our stakeholders within the local community and region.

For the Convention Center, booking the right business at the right time in the right space ensures maximum economic impact on the city and maximum revenues to the CCCC. Creating a prudent set of booking guidelines identifying first, second and third priority business based on room nights being consumed, space utilization and the number of attendees. We use the term guidelines vs policy as OVG believes that flexibility is critical when considering other factors such as room nights, economic impact, community impact and destination impact. Booking guidelines should clearly establish the best use of the CCCC by market segment and the criteria for booking each market segment. Groups utilizing a combination of exhibit hall space, meeting rooms, and ballroom space with significant food and beverage spend and significant room nights both on peak and cumulative would be first priority and allowed the greatest flexibility in booking time frame.

As industry leaders in event and facility marketing, our customized sales and marketing campaign for the CCCC will consist of the following:

- Vision and Objectives
- Market Analysis including SWOT Analysis of current market
- Market Penetration Tactics for each of the following:
 - International, National, State and Regional Conventions
 - National and Regional Tradeshows
 - Consumer Shows
- Sports and Special Events including the development of in-house created events as appropriate
- Local Corporate Meetings, Weddings, Fundraisers, Auctions, Banquets, etc.
- Market assignments with quantifiable goals and expectations
- Relationships with local stakeholders and organizations to help with marketing efforts and cross-promoting events
- Creation of a turn-key sales, services, event execution program designed for efficiency in doing business with the CCCC
- Creating engaging social media campaigns that include video, images, fun, and informational content
- Digital Marketing Campaigns (i.e., Retargeting, GEO Fencing, Social Media Advertising, Display ads, etc.)
- Email Marketing Campaigns utilizing databases from industry organizations, tradeshows as well as the database of the venue
- Charity initiatives (i.e., Drives, donation drop-off, fundraising, educational support, etc.)
- Public Relations
- Partnering with influencers and bloggers to push content
- Group Sales

MARKET PENETRATION TACTICS

Creating an aggressive sales and marketing strategy for the CCCC will be a priority for OVG Facilities. The impact that conventions, conferences, corporate meetings, and tradeshow have on the local economy is immediate, far-reaching, and long lasting while consumer shows, banquets and social business can significantly impact the facility revenues short term.

OVG Facilities will focus its efforts and support in the booking of First, Second, and Third-Priority events.

Conventions

Soliciting and booking conventions is our first sales priority for the CCCC. It is this business that generates the most significant economic impact on the community through the influx of tax dollars from overnight visitors. Conventions and meetings are particularly lucrative due to the overnight visitation, the length of stay versus typical conventions, heavy use of meeting space, heavy use of revenue generating services (food and beverage, A/V), and strong, consistent attendance. Creating a strategic plan that is specific to the CCCC and Charleston Market is critical as cookie cutter marketing plans simply aren't effective.

- Focus on creating a coordinated branding and messaging campaign for the CCCC and the City
- Comp set and geographic analysis of existing events within the national, state and regional markets, to include demographic research to determine prevailing industries and employers
- Event research through Industry organizations, publications and databases
- Participation and exhibiting in national industry meetings and tradeshow such as American Society of Association Executives (ASAE), International Association for Exhibitions and Events (IAEE), Meeting Professionals International (MPI), Professional Convention Management Association (PCMA), Small Market Meetings, and industry third-party planning organizations such as Helms Briscoe, Experient, Conference Direct, and the various Connect shows
- Maintaining memberships and encouraging our team members to volunteer in leadership opportunities with industry organizations
- Hosting familiarization tours (FAM) for potential clients to showcase the CCCC, our hotels, attractions, dining and unique shopping opportunities
- Working with stakeholders, the CVB and local hotels, by participating in local, state, regional and national sales missions
- Exploiting vertical sales markets within the conventions, meetings and tradeshow segments by identifying state and regional events hosted and produced by national association and trade groups. The CCCC and City may not be large enough in terms of space and hotel rooms to host annual conventions and tradeshow of certain groups, however the groups may host and produce regional events which may be of significant size and impact for the City and Auditorium Board.
- Direct sales calls on national and state association headquarters as well as a focus on the Social, Military, Educational, Religious, Agricultural, and Fraternal convention and meeting segments
- Incentivize existing conventions to place the CCCC on the rotation pattern and encourage multi-year contracts through freezing rates and offering preferred dates
- Work with Distinctive Gourmet to create a "room service" type menu for delivery of fresh items to show exhibitors
- Work with Distinctive Gourmet to create various ethnic menu items allowing our planners a greater choice in menu planning
- Create themed and specialized proposals and site visits for potential clients

Tradeshow

The tradeshow is a good generator of economic impact due to vendors overnight stays and hosting their clients and customers in the local market and one that has great growth potential for the City. This market will be targeted by first conducting research on prevailing industries, businesses, and manufacturers and then cultivating business opportunities from within these business communities. Additional sales efforts include:

- Comp set and geographic analysis of existing events
- Targeted solicitation efforts at those shows occurring within the state and region
- Targeted solicitation of agricultural shows that could be supported by the region
- Targeted solicitation efforts of chemical, energy and automotive industries in addition to the rising medical related shows
- Tradeshow participation in International Association of Events & Exhibitions (IAEE), participation in Society of Independent Show Organizers (SISO) and research through the Center for Exhibition Industry Research (CEIR)
- Work with Distinctive Gourmet to create a "room service" type menu for delivery of fresh items to show exhibitors

Consumer Shows

Consumer shows can be great revenue generators and fill unused dates that typically book inside the 12 to 18-month time period. These shows are important to the local community seeking weekend activities as well as the drive-in regional market. The sales team will solicit consumer shows that are currently occurring in nearby and drive-distance competing venues. Additionally, we will solicit regional and national organizers for shows that currently are not in our market and that could be attractive to our local demographics. This will include an analysis of whether creating a show is necessary or prudent.

- Comp set analysis of existing events
- Targeted solicitation efforts
- Work with Distinctive Gourmet to create a “room service” type menu for delivery of fresh items to show exhibitors.
- Work with show producers to assist in the marketing of their events through the use of our in-house marketing department. Helping them become more successful will assist us in securing them for many years to come.
- Tradeshow participation in International Association of Events & Exhibitions (IAEE), participation in Society of Independent Show Organizers (SISO), National Association of Consumer Shows (NACS) and research through the Center for Exhibition Industry Research (CEIR)

Sports and Special Events

Sports Tourism and Special Events are an important market segment, as they drive significant room nights, particularly on weekends, and are one of the strongest segments in the entire travel industry. We will target this market segment to achieve the following:

- Comp set and geographic analysis of existing events within the state and regional markets
- Event research through Industry organizations, publications and databases
- Attending and exhibiting at Sports Travel's TEAMS Conference and Expo, an annual event whose attendees represent events in sports particularly on youth, amateur, junior and collegiate levels
- Attending and exhibiting at National Association of Sports Commissions (NASC)
- Developing relationships with and making direct sales call on Varsity.com, Elite Cheer, and Cheer and Dance Extreme
- Target basketball, softball, wrestling tournaments, and non traditional sports markets such as billiards, pickleball, e-sports, juggling, dodgeball, rockclimbing, and darts

Local and Regional Corporate Meetings

The meetings market crosses many different sectors including corporate, educational, governmental and medical. They can be large or small, single day or multi-day. Often, they generate great significant amounts of revenue through spending on catering and equipment, as well as using hotel rooms throughout the city. With the new expansion making the CCCC the largest convention center in West Virginia and located in the Capital City, there is great potential to expand governmental business for the venue. Additionally, OVG Facilities will put emphasis on the following initiatives: The sales team will solicit local citizens and local businesses to bring and host their corporate meetings at the CCCC.

- Create and implement the “Sales and Services Program”, designed to streamline the booking process for ease of use of the CCCC
- Work with local government and educational institutions to identify potential meetings
- Create a “Meetings Package” to include the typical equipment needs, pencils, pads, water
- Work with Distinctive Gourmet to create a variety of meal and break packages priced as a per-person fee
- Encourage and support participation and networking within the local and regional Meeting Planners International (MPI)
- Build awareness by participating in local and regional tradeshows and events
- Local and regional business networking within events hosted by the chamber and downtown association
- Creating and participating in local and regional sales blitzes
- Direct sales calls

Weddings, Fundraisers, Holiday Parties, Auctions, and Banquets

The sales team will encourage local citizens and local businesses to bring and host their fundraising events and activities, weddings, and banquets to the CCCC. These events are usually booked within the 12-month window and can sometimes be substantial sources of revenue for both Distinctive Gourmet and the CCCC. To ensure the CCCC remains a strong and relevant event space, OVG Facilities will take the following measures:

- Work to minimize attrition to the existing events
- Create a target list of all non-profit organizations and events within the region
- Work with Distinctive Gourmet to create and host twice-yearly tastings for all current and prospective clients to showcase the food and beverage operations of the CCCC
- Showcase the river views and grand spaces of the Convention Center in the marketing and sales efforts to attract meeting planners and brides
- Solicit proms and graduations from local schools
- Create themed open house experiences and invite targeted groups to attend (i.e., Prom Showcase)

LOCAL STAKEHOLDERS AND HOTEL RELATIONSHIPS

OVG Facilities understands that the ability to create a successful destination package where meeting planners/organizers and attendees want to come is half the battle in winning a bid and booking an event. It is imperative that the experience for the planner appears as seamless as possible, and that the guest experience at the hotel, as well as throughout their stay, is exciting, engaging, rewarding, and successful.

This success starts with building a foundation of mutual respect among the CCCC, the hotels, attractions, and restaurants. Meeting with these stakeholders frequently, involving them in the sales process, listening to their needs, valuing their opinion, compromising when necessary, and fostering open and honest communication is OVG Facilities' focus. We will do this by the following:

Submit streamlined and collaborative proposals and contracts from all stakeholders to planners

- Ensure that city wide event activities are spread equitably throughout the destination among the stakeholders and their own assets
- Foster communication between the stakeholders by providing constant, current and accurate event information such as event schedule and noted free time, number of attendees and when possible attendee demographics
- Host pre-con meetings with all involved stakeholders to review the details of the upcoming event, vet any questions or issues and agree on solutions
- Host post-con meetings with all stakeholders to discuss issues that may have occurred, those activities or events that were successful and how we can duplicate for future events, opportunities for improvement and celebration of our achievement
- Meet regularly with all stakeholder parties to discuss lost business opportunities and how to convert those to future successes

Hospitality Task Force

As competition for the convention and meetings industry increases, it's imperative for the area partners to align goals, resources, and strategies to effectively and successfully market the destination and facility. To ensure this success, we suggest creating a Hospitality Task Force for Charleston. In our experience, a Task Force of this nature has made a positive impact on the partnerships of the CVB, venue, hotels, and other community partners. Additionally, it will have a strong impact on attendees and will help to deliver a memorable experience while visiting Charleston.

The Hospitality Task Force will be comprised of the CVB's and CCCC's sales and marketing teams, local hoteliers, and other area stakeholders. This group will be tasked with creating synergies to creatively sell and market Charleston, the region, and the Convention Center as a must-see destination. Together, this Task Force will collaborate on long-term and regional sales and marketing efforts, create a welcome hospitality program that will impress meeting planners and attendees, brainstorm ideas how to positively impact events with exclusive opportunities, offers, and PR exposure while in the market. To ensure this group is effective and is delivering results, the following structure has proven successful:

- Monthly meetings with all members of the Task Force
- Review and have thoughtful discussion of the Sales Pipeline
- Discussion and collaborative efforts in marketing for tradeshow, advertising, site visits, FAM tours, and regional marketing efforts
- Review of upcoming events, including event details, PR, communication to the region and local establishments, welcome and hospitality efforts, etc.
- Create and continuously update the Hospitality Welcome Program

Goals of the Hospitality Task Force

The group will establish goals and benchmarks focused around enhancing the Convention Center and Hospitality features that will produce economic impact for the region and maintain the first-class reputation at the CCCC.

- Facilitate communication with all members and stakeholders
- Utilize and expand on each partner's resources
- Enhance client and attendee's satisfaction to create memorable experiences
- Impress meeting planners and attendees with the Hospitality Welcome Program

Sales Training

OVG Facilities is in the process of working with Hospitality Softnet to create a specific sales training program for our conference sales staff. This customized sales training program will consist of the following elements:

- Telephone etiquette
- Market conditions and competition
- How to effectively qualify
- Presenting the rate
- Overcoming price resistance
- Use of fallback rates
- Up-selling



- Closing the sale
- Recapping the Sale

Hospitality Softnet offers a number of different sales training programs; all written specifically for the hospitality industry. They employ terminology and examples pertinent to today's sales environment, allowing your staff to relate to the subject matter and easily absorb the important skills being taught.

The training incorporates role-playing, utilizing real-life examples and sample audios of the skills being reviewed. The skills are applicable to face-to-face sales, as well as telephone sales. This program is designed for the more advanced sales effort, in which the manager is dealing face-to-face with the prospect. The program begins with the very first step of the sales cycle, addressing the skills of effective prospecting via the telephone. We then explore more sophisticated ways to qualify the customer in order to understand their needs more completely. This provides the groundwork for the module on creating an outstanding presentation that will outsell the competition. Additional topics covered include adapting to the customer's particular style and needs, as well as selling against the competition strategies.

EXPERIENCE WORKING WITH CVBS

CVB Relationship Philosophy

The most important relationship within the local hospitality industry exists between the CVB/DMO and the convention center. Convention Centers are built to create a greater economic impact on the community by enticing and providing space for groups who utilize hotel rooms, dining establishments, retail establishments and visit the local attractions all stimulating retail sales and collection of tax dollars.

Committing to respect, trust, communication, and collaboration between the two organizations creates this relationship. By working together to attract the right conventions, tradeshow, meetings, sporting and special events, the CCCC will benefit from the collective success. Creating a joint, strategic plan; one that is flexible and fluid as the market demand changes; and committing to its implementation are key elements to doing this.

OVG's experience with CVBs is vast. Our Senior Vice President of Convention Centers, Shura Garnett, has managed and worked with CVBs for more than 30 years. During her time with Spectra, Shura oversaw several initiatives to bring many of the bureaus of those accounts into a collaborative working relationship. She spearheaded DC sales missions inviting and hosting the CVB teams at those venues to participate. She initiated joint CVB/Convention Center exhibit booth participation at IMEX and hosted planners jointly with several CVBs and Convention Center staff at events like PCMA and MPI.

As General Manager of the St. Charles Convention Center, Shura oversaw the CVB sales staff during the six-month transition of the St. Charles CVB's President. She led the sales team through strategic planning sessions identifying strengths, weaknesses, opportunities and threats helping lead them to much larger success.

While in Midland as Vice President of Visitor Development, she implemented several programs, including: the CVB Ambassadors; Hometown Heroes; hotel room night reporting through the use of signage and other prompters at each hotel; creation of the Midland Sports Commission; National Tourism Awareness events; and CVB Advisory Board. During her tenure as Vice President of Visitor Development in Midland she was elected by her peers to the Texas State Department of Tourism Advisory Board.

Her experience in leading the CVB in Midland, Texas as Vice President of Visitor Development, overseeing both the CVB and convention center, instilled a deep appreciation for the value of the partnership between the CVB/DMO, Venue and local stakeholders such as hotels, attractions and restaurants. It is this attitude of cooperation, collaboration and communication that OVG will bring to the newly formed Corporation.

Finding the balance between financial, hotel room night, and economic impact is the process of sharing information and booking smart. Understanding that room rental isn't the primary driver and that ancillary revenue sources are equally important is key. Looking at each business individually and weighing all factors, such as total room nights, time of year and time of week booking, total space needs, anticipated spending on food and beverage, forecasted spending on audio visual/decorations etc. all must be considered. Additionally, the amount of industry exposure for the destination is a factor as well.

Structuring regular weekly meetings between the Executive Director of the Corporation, CVB President, General Manager of the CCCC, and all other relevant stakeholders will be important to ensure that all objectives are being met and any necessary corrections are done in a timely manner.

OVG will provide to the City and Board a monthly update on all CCCC activities, including administrative activities, sales and marketing, event and customer experience, operations, food and beverage, and finance. It would be our hope that this report be given at the meetings allowing feedback from members and general discussion on progress towards goals.

Destination Sales Tactics

- Joint marketing efforts including tradeshow attendance, sales missions, FAM tours, and complimentary and joint advertising
- Coordinated branding and messaging about the destination and the CCCC
- Joint and collaborative purchasing of advertising to eliminate duplication and redundancy
- Coordinated servicing of events to maximize the guest experience
- Creation of the Venue Booking Guidelines to establish parameters for booking and consumption of the space ensuring the right space is booked by the right client at the right time
- Weekly meetings of the sales team of the CCCC to discuss pending and tentative business, best leads and prioritization of those, and how to best close on them
- Sharing the CCCC booking calendar and schedule information
- Developing a joint public relations campaign to promote the importance of the meetings and events industry on the local community's quality of life i.e.
 - Cost shared local advertising
 - Public relations story feeds to local media
 - Regular press releases following the success of recent events in town, press releases announcing the newest bookings, as well as ramp up releases building excitement in anticipation of these events coming to the community
 - Host an annual event celebrating the successes of the past year and all those involved in that success

CONCERTS AND LIVE ENTERTAINMENT

Booking events and marketing them to the local community will be a significant focus of the senior management of OVG Facilities and is at the core of what we do as a company. Being able to do that successfully is what will separate us from our competition. The marketing plans for the CCCC will focus on creating a destination for guests and be targeted to the entire region. Our events will bring new people to the CCCC and the Charleston community. Our booking leverage is real and begins with Irving Azoff and our relationship with Live Nation.

OVG Facilities was created with the intention to make a positive disruption in the entertainment industry. It is that same philosophy that is applied to our marketing approach. Each of our campaigns starts with a focus on delivering a positive guest experience. That vision is the foundation of our Marketing Plan and is carried throughout our daily interactions with guests, customers, employees, and the community. We pride ourselves in always being "out-of-the-box" when it comes to developing marketing campaigns, and it shows in our results.

OVG Facilities has significant experience in marketing multi-purpose venues, and we have proven marketing strategies for events and programs. If selected, we will develop a creative and all-encompassing marketing plan for the facility.



Focus of Marketing Plan

- The vision and strategy of an overall guest experience
- The geographic market for events and event attendees
- The target market demographic for the facility and its events
- The most efficient way to reach the target markets
- New and creative ways to engage the community and the target markets
- Feedback from the audience throughout the process

Live Event Marketing Tactics

Our team understands that attracting guests takes more than just opening the doors and waiting for people to arrive. Simply put, it takes creative and engaging efforts. This requires the execution of a creative marketing plan and successful partnerships that position the venue as a destination for entertainment. Our marketing philosophy and spirit focuses on targeted marketing techniques that engage the community.

Additionally, as industry leaders in event and facility marketing, our customized marketing campaign for the CCCC and each event will consist of the following:

- Relationships with local businesses and organizations to help with marketing efforts and cross-promote events
- Maximizing non-traditional spaces for revenue-generating opportunities — pre- or post-show parties, VIP experiences, etc.
- Creative grassroots efforts that can be carried out around the city and surrounding communities (i.e., Yard signs, chalking sidewalks, window clings, elevator wraps, banners, etc.)
- Utilizing our partners and vendors to help with our marketing efforts. For example, use our local beverage distributors to distribute posters, tables tents, rack cards, and other marketing materials to local establishments
- Working with local Universities and marketing clubs to help support our grassroots and other marketing efforts
- Tactics to cross-promote events to Convention Center attendees
- Creative and engaging social media campaigns that include videos, images, fun, and informational content
- Digital Marketing Campaigns (i.e., Retargeting, GEO Fencing, Social Media Advertising, Display ads, etc.)
- Email Marketing Campaigns
- Charity initiatives (i.e., Drives, donation drop-off, fundraising, educational support, etc.)
- Public Relations
- Traditional and Non-Traditional Media buying (i.e., Radio, TV, Print, Outdoor, etc.)
- Behind the Scenes segments – partner with radio and/or TV to run special segments giving their viewers a “behind the scenes” inside to upcoming events.
- Focus on increasing the venue’s database and adding new users
- Partner with influencers and bloggers to push content
- Build a customer loyalty program that rewards our fans on their support and feedback
- Focused group-sales efforts on cross-promoting with, area partners, tour bus companies, youth organizations, area businesses, and senior citizen organizations
- Working with local churches, PTAs, school boards, administrators, and principals to sell group packages for students; focus on increasing cultural awareness of the arts in the schools

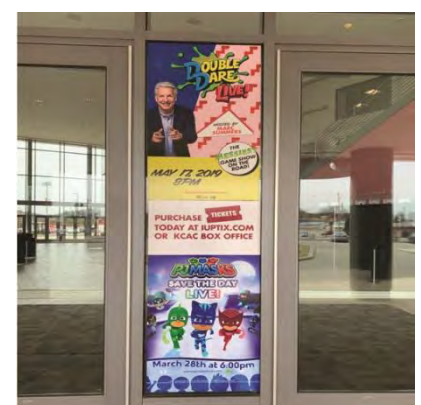


IUP Hawks raise money for Angels' Wings

Nov 24, 2017 10



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Group Sales

We look for every opportunity to increase ticket sales using the venue's assets and relationships. Group Sales is the one area that can deliver this focus. Group Sales campaigns generally involve family shows, sporting events, and select concerts, often playing a critical role in generating additional revenue for events. The following are Group Sales initiatives:

- Group ticket holder benefits
- Updating key contact lists
- Identify and target new groups
- Establish rewards programs for best customers
- Special group discount and giveaway items
- Build a strong, up-to-date, and comprehensive database
- Build Advisory Boards for as many group categories as possible
- Promote Pre- and Post-event activities/functions to various groups
- Promote fundraising opportunities to Local Associations
- Target companies with an employee base of 50 plus
- Proactively promote school, choir, and youth fundraising programs to area institutions
- Target youth organizations to create group opportunities
- Create theme nights and promote to interested groups
- Create assets and other opportunities for groups to participate in

PROMOTING EVENTS

OVG Facilities' has vast experience in co-promoting and creating new events at various venues, including conference and convention centers. We understand it's not about just creating an event to fill the dark days, but it's creating the best events for the community. Understanding the events that work well in the market, what the marketing is lacking in content, and aligning our efforts with the correct community partners is where we start when creating events. If selected, we will put an emphasis on using our existing marketing strategies to increase the number of meaningful events at the CCCC.



Aggressive Sales and Marketing Initiatives

- OVG Facilities will develop a creative and impactful awareness campaign that will generate interest in the CCCC to make sure it is on the map for event producers and promoters, cultural events, and meeting planners and organizers.
- Creating more of a “destination” atmosphere by creating experiences around the event to entice guests to come out early and stay late – increasing the overall guest experience
- We will create strategic media partnerships to assist in the advertising, promotion, and public relations of all our public events at our venues.
- We will connect with influencers locally, regionally, and nationally to help tell the CCCC story
- We will assist event organizers, meeting planners, and local organizations with marketing and public relations efforts to make each of their events successful.

EVENT CREATION

It is important to optimize a venue's usage during periods of inactivity. By creating self and co-promoted events, OVG Facilities is able to generate greater interest in its facilities and surrounding market. These self and co-promoted events also provide greater exposure for future events and generate event sponsorship opportunities. With the City and Auditorium Board's approval, OVG Facilities will help create key events to stimulate promoter interest in the market.

The ability to self or co-promote events is crucial for venues like CCCC, especially given the City and Auditorium Board's desire to draw additional national and regional events. Based on our extensive research, market visits, and experience in similar markets, we believe there is a need for self and co-promoted events in Charleston, especially as it pertains to entertainment, consumer shows, expositions, and community events. Based on our experience, we believe that a number of events would be successful in the CCCC, including beer and wine shows, golf shows, health and wellness shows, and food festivals.



Co/SELF-PROMOTING EVENTS

OVG Facilities has an array of expertise when it comes to self-promoting and co-promoting events. The OVG Facilities-managed facilities are encouraged to create signature events throughout the year to fill dark days, fill event gaps in the region and drive additional revenue for the venue. Below are examples of self-promoted and co-promoted events:

Firkin Food Truck Festival – Frankenmuth Credit Union Event Center (“FCUEC”)

In 2018, OVG Facilities saw the need for local food trucks and the community to come together on the beautiful Mid-Michigan summer evenings. They decided to partner with the Frankenmuth Brewery and create the summer event series called the Firkin Food Truck Festival. Each event offered a unique firkin beer, multiple food trucks, and a fun experience for all who attended.

Through the first summer of the event, attendance numbers grew from 100 guests in May to over 500 at the last event in August. The four events grossed over \$2,000 in NET revenue for the Event Center, making it a shining success for a first-year event.

The event was hosted again in 2019 and added other attractions by partnering with local businesses and clients who hosted events in the building. In June, we partnered with a local tire company to bring the Monster Truck “Big Foot” to FFTF, and over 700 guests watched as he crushed cars in the parking lot. In July, we partnered with “My Jurassic Adventure,” which was holding a dinosaur exhibit at the building the following week. The night of the Festival they brought in a couple of their displays for guests to interact with and promote their upcoming event. This brought over 500 people to the July Firkin Festival. In August, we worked together with the local zoo to create a petting zoo, which was attended by more than 300 people. With the success of the Firkin Food Truck Festival, OVG Facilities created a fall event with the same format named “Touchdowns & Trucks,” featuring Michigan college football, corn hole tournaments, and food trucks.

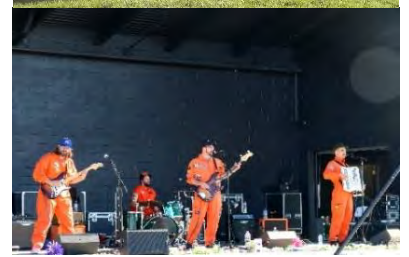
Oktoberfest Amped – The Amphitheater at Las Colonias Park – Grand Junction, CO

In 2017, OVG Facilities met with a local brewery who held an annual Oktoberfest. The event was very successful for the brewery, but unfortunately, they were running out of space for the event. OVG Facilities partnered with the brewery and Townsquare Media to hold the event at the newly built amphitheater, located next to the brewery. The plan for the event was to invite local breweries from all over western Colorado so they could showcase their products. Combining that with three local bands and commemorative steins, the stage was set for a great event.

This event drew over 1,000 people and offered more than 15 different breweries. This was great news for the three partners, who split the profit after holding the first-year event.

Due to the success of the event, with the profit and the event's attendance, that they planned it again in 2018. The event grew in attendance, profit, and the number of breweries who elected to participate. In fact, in 2018, more than 25 breweries attended the event. The partnership brought in traditional Oktoberfest music in the form of the Polkanauts, adding an authentic environment to the event. They also added a VIP ticket with a private area, complementary German-themed food, and rare beers to sample from many of the breweries attending. With these changes, the VIP area sold out at 300 attendees and over 2,000 people enjoyed the event.

This has become an annual event for the partnership, and there are no signs of that slowing down for 2020!



Grand Valley Biker Rally – The Amphitheater at Las Colonias Park – Grand Junction, CO

Once the Amphitheater opened in Grand Junction, our team was charged with creating events to drive the community to the park. Partnering with Townsquare Media and the Grand Junction Harley Davidson Group, the Grand Valley Biker Rally was created. This weekend-long event has brought thousands of motorcycle and music lovers to Grand Junction and the Western Slope. The weekend kicks-off with a ride around the Western Slope, stopping at various locations throughout the day, and it concludes with the riders last stop at the Amphitheater for an exciting rock concert. Artists that have performed include The Wallflowers and Blue Oyster Cult. Additionally, a portion of all proceeds go to a local charity, District 51's Stuff the Bus initiative, that provides school supplies to the D51 Schools.



MI Tastefest – Frankenmuth Credit Union Event Center – Birch Run, MI

In 2018, OVG Facilities created MI Tastefest. The event was to showcase all of the unique things made locally in the Mid-Michigan area. Ticket packages included 15 samples to enjoy locally made beer, wine, and spirits. They also included a commemorative tasting glass, free samples of locally made food, and live entertainment.

OVG Facilities prides itself on adjusting event experiences to the feedback given by its attendees. We appreciate receiving feedback from guests and using that feedback to create the events they want. The feedback we received from the first annual MI Tastefest, we took and adjusted a few aspects to make it a better experience for our attendees. We changed ticket prices, included a better-quality commemorative gift and booked local talent to play throughout the duration of the event. The changes proved to be a huge improvement for the event in 2019. We were able to double the number of tickets sold and the number of vendors at the event. We now believe that we have a winning model for this event for 2020 and expect the same results as this year.



The above is just a sample of what OVG Facilities has created over the years. All of our managed venues are tasked with working with community partners to create events for the community. Here is a list of our other self-created events:

- Mid-Michigan Outdoor & Boat Show – *Frankenmuth Credit Union Event Center*
- Mid-Michigan Home & Garden Show - *Frankenmuth Credit Union Event Center*
- Mid-Michigan Golf Show – *Frankenmuth Credit Union Event Center*
- Mid- Michigan Farm & Tractor Show - *Frankenmuth Credit Union Event Center*
- Easter Bunny Brunch – *Two Rivers Convention Center*
- Sunset Terrance at the Avalon – *The Avalon Theatre (featuring local bands weekly in the summers)*
- Two Rivers Convention Center Holiday Craft Show – *Two Rivers Convention Center*
- Explore the Outdoors Expo – *Two Rivers Convention Center*
- Winter Bazaar – *Kovalchick Complex*
- Spring Market Place Fair – *Kovalchick Complex*
- Springtober Fest Fair – *Kovalchick Complex*

BOOKING STRATEGIES

Booking events and marketing them to the local community will be THE priority of the senior management of OVG Facilities and is at the core of what we do as a company. Being able to do that successfully is what will separate us from our competition. The marketing plans for the CCCC will target the *entire* region. Our events will bring new people to the CCCC and the region. Our booking leverage is real and begins with Irving Azoff and our relationship with Live Nation.

LIVE NATION ARENAS IS OUR EXCLUSIVE PARTNER!

Live Nation is the world's undisputed #1 producer of live music. Live Nation has established a strong understanding and familiarity of the Charleston market and is excited to be involved with the CCCC. Live Nation is committed to making the CCCC successful with world class concerts. We are also partners with Live Nation on projects in Santa Monica, CA; Seattle, WA; Belmont, NY; Austin, TX; Virginia Beach, VA; and recently announced our collaboration in Milan, Italy. Our relationship with Live Nation will directly result in more events at the CCCC.

We work with all promoters and have had numerous conversations with Live Nation and other national/regional concert promoters about increasing concert activity in the CCCC. No other management company has the close relationship that we have with Live Nation. We are partners with Live Nation at Rupp Arena and on projects in Seattle, Belmont, Santa Monica, Virginia Beach, and recently announced our partnership in Milan, Italy and Palm Springs, California. Our relationship with Live Nation will directly result in more events at the CCCC.

There is one simple truth in the entertainment touring industry; shows go where they believe they will be successful. At OVG Facilities, we know how to make events successful. Perhaps most importantly for the CCCC, is that our record of success has provided us the necessary national, regional, and local relationships to book events in the venue. OVG Facilities sees a unique opportunity to help the CCCC expand its live event schedule and drive attendance to the venue and the region. Charleston is in an ideal location with a few of our other venues that would provide excellent routing opportunities for concerts. Pair that with the programs and services we can offer, the CCCC will see a positive impact on revenue streams and the overall bottom-line.

Our strategies include the following:

- Working with City and Auditorium Board and local stakeholders to promote the CCCC as an entertainment destination
- Designing more of a "destination" atmosphere by creating events around the event to draw and keep attendees around before, during, and after events
- Actively focus on generating interest in the venue among regional and national event promoters by sending creative gifts and package, sharing success stories and building strong relationships
- Exploring opportunities for the following event types:
 - Sporting Events
 - Concerts
 - Comedy
 - Family Shows
 - Wrestling
 - Performing Arts
 - Cheerleading and dance competitions
 - Graduations
 - Amateur and High School Athletics
 - Tradeshows
 - Meetings
 - E-Gaming
 - Religious Conferences
 - NCCA Events
 - JCAA Events



**ON AVERAGE,
EVERY 16
MINUTES
THERE IS A LIVE
NATION EVENT
STARTING
SOMEWHERE IN
THE WORLD.**



There are no secrets to successfully booking events in a secondary market. It takes hard work, thorough research, diligent follow-up, and delivering quality service. Representing secondary and tertiary markets is what OVG Facilities does best. To secure events for the CCCC, OVG Facilities will:

- Contact every event promoter and user that has hosted an event in surrounding area arenas and theaters
- Contact all national talent booking agencies and family show producers informing them that the CCCC is eager to host events and ready to support their efforts
- Contact independent and regional event promoters to inform them of the superior service they will receive when they bring their events to the CCCC
- Contact potential local and regional event partners and sponsors (e.g. radio stations) to discuss the potential development of new events
- Speaking on your behalf when attending industry conferences, routing calls with the tours, and one-on-one interactions
- Develop a branding campaign for the venue that we will use to push via direct mail campaigns, industry publications, PR and other avenues

Concert Promoters

OVG Facilities works with all concert promoters. They include:

- AC Entertainment
- AEG Live
- Innovation Arts & Entertainment
- Live Nation
- National Artists Corp
- NS2
- Police Productions
- The Messina Group
- North American Entertainment Group



Family Show Producers

OVG Facilities works with all family show producers. They include:

- Cirque du Soleil
- Disney Live
- Disney On Ice
- FELD Entertainment
- FELD Motorsports
- Harlem Globetrotters
- Professional Bull Riders (PBR)
- World Wrestling Entertainment (WWE)



Utilizing the Full Venue

The unique aspect of being a hybrid venue is you have the space, flexibility, and regional support built-in to be able to host a particular array of events. Events that do not fit in a traditional Arena and/or Convention Center would be ideal for the CCCC by using both spaces to host a multi-day tournament or conference effectively. Due to the nature of these events, they turn into city-wide events and bring a significant economic impact. OVG College recently created and delivered the highly successful Cleveland Classic to our partner Rocket Mortgage Arena. Over 17,000 fans attended the doubleheader featuring WVU, Marshall, Ohio State, and Duquesne. We will immediately begin work on delivering a similar event to Charleston. The article provided on the following page highlights this exciting event. Events we would look to target would include:

- E-Gaming
- Religious Conferences
- NCAA Events (i.e. Volleyball, Gymnastics, Basketball, etc.)
- Touring Seminars (i.e. WW Presents Oprah's 2020 Vision Tour)
- Republican/Democratic Conventions

BY: SEAN MCNAMARA

DECEMBER 27, 2019

CHUCK LANDON: FIRST CLEVELAND CLASSIC GOOD FOR MOUNTAIN STATE HOOPS



West Virginia University men's basketball coach Bob Huggins talks to Mountaineers guard Taz Sherman during WVU's win against Northern Colorado on Nov. 18 at the WVU Coliseum in Morgantown.

It's called the "Cleveland Classic."

Never heard of it?

There's a reason for that.

This will be the inaugural Cleveland Classic, which is a college basketball doubleheader played in Rocket Mortgage Arena in Cleveland, Ohio, on Sunday.

Now, for the interesting part. The first Cleveland Classic will feature West Virginia University versus Ohio State at noon followed by Marshall University versus Duquesne at 2:30 p.m. (probably closer to 3 p.m.).

It's a great idea, but it includes an obvious question.

How did all this come to fruition? "There's a promoter here in Huntington," explained Danny D'Antoni, Marshall's coach. "His name is Bob Patton. He put it together.

"He contacted Mark [MU assistant coach Mark Cline] about putting this together. Mark asked me if I wanted to be a part of it and I said, 'Yes.' We went next door [to the Shewey Building] and got it approved. "Patton is doing the whole thing. He's a Marshall guy. He has connections to Marshall."

That's the tip of the iceberg. Patton is a self-avowed "basketball junkie" who lives in Ona, West Virginia. The Cleveland Classic actually is the fourth collegiate basketball tournament he has promoted. Patton's resume also includes the Las Vegas Invitational, South Padre Island Invitational in Texas and the Chicago Invitational.

Patton notwithstanding, the key to his basketball doubleheader was Duquesne. "The biggest thing is Duquesne contacted me," explained Cline, who does all of Marshall's basketball scheduling. "They were supposed to come here this year.

"They asked if we would be interested in playing a doubleheader in Cleveland with West Virginia. They said they would be able to come back here the following year and just extend the four-year contract to make it basically five.

"I went through Coach [D'Antoni] and Duquesne agreed to give us \$50,000 to move the game up there [Cleveland] and make us a part of it. Then, Jeff O'Malley [MU associate director of athletics] went to Mike Hamrick [MU athletic director] and instead of having a third 'buy' game [games such as at Notre Dame and at the University of Florida which pay \$90,000 guarantees] they allowed Duquesne to count as the third 'buy' game.

"That's kind of how it all happened. It was all initiated through me from Duquesne, but I know Bob [Patton] had some things to do with it with Mike and Jeff and probably Duquesne. But I never personally spoke with him."

Long story short, we've got a very interesting doubleheader on Sunday in Cleveland.

"You've got Ohio State and West Virginia," said D'Antoni. "The Cavs' Center [the NBA's Cleveland Cavaliers also play in Rocket Mortgage Fieldhouse] is really ... well, you can't play at West Virginia University and you can't play at Ohio State, so the Cavs' Center is the perfect venue.

"It's close enough all four teams can get there. It's a pretty good venue." The Cleveland Classic certainly does make geographical sense. "I like this doubleheader," said D'Antoni. "I think it's good. I think it's good for basketball. It will be a good Sunday afternoon. That's one of my favorite arenas [from his days as an assistant coach in the NBA].

"I thought it was a good deal, so we jumped at it. We're getting \$50,000. When they told me that, I said, 'We'd be crazy not to go.' This is a win-win."

Indeed, it is. Let's hope the first Cleveland Classic isn't the last one.

SUCCESS AT RUPP ARENA

To be successful and effective at booking events, a company must know the entertainment industry and understand the artists, the agents, the promoters, and most of all, their facility. OVG has outstanding relationships with every major booking agency, event promoter, and family show producer in North America. These relationships are critical for securing events.

A prime example of this is OVG and Live Nation's partnership with Lexington Center Corporation at Rupp Arena in Lexington, KY. Beginning in January 2018, the team assumed booking responsibilities for the arena. In its first year of management, tickets sold under OVG and Live Nation totaled 328,302 for the year, surpassing the 2017 annual ticket sales of 192,919. In the first six months of 2019, the total number of tickets sold grew to over 259,000, exceeding the annual ticket sales from the year 2017.

Some of the most notable shows at Rupp Arena under OVG and Live Nation include Justin Timberlake and Paul McCartney, with Timberlake's September 2018 show grossing over \$2 million, making it the highest-grossing one-night concert in Rupp Arena history. In June 2019, McCartney surpassed that record at over \$2.4 million to a sold-out crowd. Another milestone was when Rupp Arena experienced its fastest-selling show in the arena's 45-year history, with Luke Combs selling out within 12 minutes of the on-sale. Also, during November 2019, the arena broke another record when they went on sale with the most number of events in a 30-day period in its history, totaling nine events. The success of Rupp Arena is most impressive, considering the arena was closed from June to October 2019 for renovations.

In 2020, Rupp Arena will be hosting many high-profile events, including Farewell Tours from Sir Elton John and Kiss, as well as sold out shows from Sturgill Simpson and Tyler Childers, both native country stars to the state of Kentucky, and Trans-Siberian Orchestra will tour at Rupp Arena for the thirteenth year in a row. Looking into the future, OVG is holding dates for the League of Legends Conference for 2021 and the team is actively trying to secure Joyce Meyer and Joel Osteen events which could benefit both arena and convention center spaces. This same success could be seen in Charleston.



On-site and Regional Support

REPORTING RELATIONSHIPS

OVG Facilities' provides its clients with a team of accessible professionals who are readily available to offer comprehensive support in all areas of facility operations and management. Our organizational structure is designed to have senior leaders in place to provide oversight and support to our team at the CCCC. This will ensure that we are held accountable and live up to our promise of making the CCCC the first-class venue. Effective and timely communication with the City and Board cannot be overstated, and OVG Facilities will be proactive in providing reports to the Contract Administrator dealing with all aspects of facility operation. Each OVG Facilities-managed venue provides its Contract Administrator with an Annual Report highlighting its successes and achievements. A sample Annual Report from the Kovalchick Convention and Athletic Complex at the Indiana University of Pennsylvania is provided as [Appendix B](#) of this Response.

OVG Facilities is proposing two booking strategies on the convention side. One where all sales and booking staff will be employees of OVG Facilities and one in which OVG Facilities will provide consulting services to establish an effective sales and marketing department.

In the first scenario, OVG Facilities will hire a Director of Sales and Booking for the CCCC, who will have direct reporting responsibility to a Contract Administrator that the City/Auditorium Board will designate, as well as Shura Garnett, Vice President of Convention Centers and Doug Higgons, Senior Vice President for OVG Facilities who will provide live entertainment booking services. Further supporting the sales team will be Maria Rainsdon, General Manager for the Two Rivers Convention Center. The Contract Administrator's responsibility is to ensure that OVG Facilities is fulfilling the terms of the Marketing and Event Bookings Agreement.

The sales team will consist of the Director of Sales/Booking, two sales managers, and a marketing manager and be deployed with specific market segment responsibilities based on the annual marketing plan. At some point it might be prudent to add a sales position specific to sports tourism. Based on the contract agreement for food service sales with Distinctive Gourmet/Center Plate, additional catering sales Sales Managers might also be recommended. Shura Garnett and Marissa Dionne, Senior Director of Marketing, will work with the sales team to create booking guidelines, the annual marketing plan, collateral materials, and website content. They will participate and provide support in tradeshow exhibitions, sales missions, and hosting familiarization tours.

Effective and timely communication with the City /Auditorium Board cannot be overstated, and OVG Facilities will be proactive in providing reports to the Contract Administrator dealing with all aspects of facility sales and bookings. While the reporting function is subject to continuous communication, we will institute the following reports as a starting point:

- Executive Marketing Plan
- Event booking updates by market category and sales associate
- Sales Activity Reports by sales associate
- Occupancy Reports by space type or room

If the City and Auditorium Board prefer to engage OVG Facilities as a consultant for the convention centers sales and marketing department, OVG Facilities will assist in hiring and training the sales team, working with the CCCC sales staff on development of the booking guidelines, annual marketing plan, and sales materials. The CCCC sales staff will be invited to participate on booking and marketing calls.

"OVG, as the University of Miami - Watsco Center facility management company, has been a wonderful partner in the management of all aspects of our facility. The University has been particularly pleased with OVG's creativity, network skills, and industry knowledge are constantly being exhibited by the diverse number of events held at the Watsco Center."
-- Humberto Speziani, Assistant Vice President for Business Services

“MENTOR GENERAL MANAGER” FOR THE CCCC

OVG Facilities is committed to providing the CCCC with an unmatched level of support, both locally and corporately, from our staff located in our Chester, PA and Los Angeles, CA offices. To further enhance this network of resources, we are also offering the CCCC a “Mentor General Manager” who will provide additional support, oversight, and assistance in all capacities of venue management. OVG Facilities offers the City of Charleston and the CCCC the knowledge and expertise of Maria Rainsdon, General Manager of the Two Rivers Convention Center, Avalon Theatre, and Amphitheater at Las Colonias Park in Grand Junction, CO. Maria’s professional bio is provided below.

MARIA RAINSDON

General Manager, Two Rivers Convention Center, Avalon Theatre, and Amphitheater at Las Colonias Park (Grand Junction, CO)

Maria Rainsdon is OVG Facilities’ General Manager of the 23,000 sq. ft. Two Rivers Convention Center; 1,100-seat Avalon Theatre; and 4,000-seat Amphitheater at Las Colonias Park in Grand Junction, CO. Specializing in the oversight of in-house food and beverage, venue operations, and event management, Maria’s career has primarily been in a convention center setting. In addition to supporting venue success, her involvement with the local community has helped her tailor venue goals to augment and support community goals using event creation to support tourism and visitation. With more than eight years of experience in increasingly responsible management roles and a successful track record of growing net profit, she has the proven experience of driving revenue at the venues she’s supported. Maria’s resume includes event and facility sponsorship management, venue and catering sales and marketing, brand management, event and facility accounting, and oversight of all fulfillment department’s success including in-house food and beverage services. Prior to her position as General Manager of the Two Rivers Convention Center, Maria held positions as Event Sales Manager and Assistant Manager of Events and Catering at the University of Colorado in Lone Tree, CO; Assistant General Manager and Director of Events for Canalside Buffalo in Buffalo, NY; and positions as General Manager, Operations Manager, and Banquet Manager at the Clovis Civic Center in Clovis, NM. Maria’s diverse professional portfolio offers the FSCC an added value of experience and expertise.



Under OVG’s Management, the Two Rivers Convention Center and Avalon Theatre had one of the **best years ever resulting in a \$195,000 decrease in City Subsidy.**

REGIONAL MARKETING SUPPORT

The City and CCCC will also receive direct support from OVG Facilities’ Senior Director of Marketing, Marissa Dionne. Marissa has an extensive background in convention center sales and marketing. For over eight years, she worked at a hybrid venue overseeing the marketing efforts for an arena and convention center. In addition, Marissa was the Regional Director of Marketing for Global Spectrum’s (now Spectra) Convention Center venues.

At the local level, Marissa was tasked with bringing a creative spin to marketing long-term and short-term convention center efforts. By working on the arena side of the industry, Marissa brought that type of marketing effort over to the convention center side. Working hand-in-hand with the Convention & Visitors Bureau and the sales team, they developed several national marketing campaigns, sales blitzes, creative site visitors and proposals, and wowed guests on FAM tours. This collaboration helped to bring in several long-term pieces of business to the venue and city.

At the regional level, Marissa supported the marketing efforts of all Convention Center Marketers throughout the U.S. and Canada. She ensured the marketers had the best tools and resources available to help support the sales and marketing efforts at each of their venues. The group shared best practices on marketing and public relations, creative ideas on sales blitzes and trade show booth design, discussed event creation, and how to best support their sales teams. Additionally, Marissa worked one-on-one with each venue marketer to ensure they were implementing these best practices and delivering results for their sales team. Marissa’s professional resume is provided in the “Corporate Support” section of this Response.

Competing Facilities

COMPETITION

OVG Facilities is the only company that does not operate a competing venue in the surrounding region and would be open to signing a contract with a 100-mile radius clause requiring approval from the City and Auditorium Board for a waiver. *Charleston will be our #1 priority in the state of West Virginia and surrounding region.*

While OVG Facilities does not manage/operate, book, or provide marketing services to any venue within a 350-mile radius of the CCCC that we view as competitive, six of our clients which fall within the 350-miles radius of CCCC include:

Bon Secours Wellness Arena
650 North Academy Street
Greenville, SC 29601
Distance to CCCC: 347 Miles
OVG Facilities' Role: Booking services

Kovalchick Complex at the Indiana University of Pennsylvania
711 Pratt Drive
Indiana, PA 15705
Distance to CCCC: 295 miles
OVG Facilities' Role: Management

Fredericksburg Expo and Conference Center
2371 Carl D. Silver Parkway
Fredericksburg, VA 22401
Distance to CCCC: 341 miles
OVG Facilities' Role: Management

High Point University: New Arena and New Conference & Boutique Hotel
One University Parkway
High Point, NC 27268
Distance to CCCC: 236 Miles
OVG Facilities' Role: Consulting services

UPMC Events Center at Robert Morris University
6001 University Boulevard
Moon, PA 15108
Distance to CCCC: 239 miles
OVG Facilities' Role: Management

Rupp Arena
430 West Vine Street
Lexington, KY 40507
Distance to CCCC: 174 miles
OVG Facilities' Role: Booking services

Unlike concerts, meeting planners do not typically 'route' as many events as our competitors would lead you to believe. State association convention business usually follows an east, central, west rotation pattern. From a regional corporate, association, sports, government or SMERF perspective, the states of Virginia, Ohio, North Carolina, Pennsylvania, and Kentucky are considered to be competitive. When business is looking at regional options, Charleston clearly competes with Huntington, WV; Cincinnati, OH; Columbus, OH; Richmond, VA; Toledo, OH; Durham, NC; and Pittsburgh, PA.

On the contrary, other public assembly facility management companies like Spectra and ASM Global operate venues within a competitive radius of the CCCC and cannot make the same level of commitment to the City of Charleston as OVG Facilities. The map below represents the conflicts of interest for SMG and Spectra in the surrounding Charleston market.

VENUES MANAGED BY SPECTRA & ASM GLOBAL WITH IN 350 MILES



SPECTRA VENUES IN RED
ASM GLOBAL VENUES IN BLUE



Recommended Pricing Schedule & Terms

PRICING SCHEDULES, PRICING TERMS, AND OTHER RELEVANT CONTRACTUAL INFORMATION

OVG Facilities has one simple goal — to provide venue owners and operators CUSTOMIZED and impactful services that address their needs. Our services produce tangible results in addressing every challenge faced by venues. We provide programs that make venues more profitable, more efficient, more customer and client-friendly, and reduce risk by providing recommendations to create an operating environment that is exceptionally safe.

BOOKING AND MARKETING

OVG Facilities is offering a full-service marketing and event booking solution for the CCCC. We have the experience, resources, programs, and the talent to ensure that the venues will operate efficiently. OVG Facilities will place an on-site full-time Director of Sales and Booking for the CCCC. Through our corporate team, OVG Facilities will provide oversight and management of Booking and Salesperson with direct coordination with the City and Auditorium Board. The City and Auditorium Board will approve all booking and sales plans for the venues including the Booking and Sales Policy, Rental Rates, Scheduling Policy, Standard User Agreement, and rules and regulations by which OVG Facilities will coordinate these activities with the City and Auditorium Board.

The OVG Facilities team has conducted a substantial amount of research on Charleston to gauge the impact of our potential partnership with the CCCC. We have carefully studied the realistic levels of improvement we believe we can create with you. As outlined in our Proposal, OVG Facilities has the confidence we can achieve the following:

- Increase the number of ticketed events in the Arena and conventions, meetings, tradeshow and other events at the Convention Center. Strong leverage with managers, agents, organizers, and promoters will result in solidifying CCCC's role as the leading venue in the region.
- Work with your team to increase the profitability of all ticketed events by capitalizing on the leverage of representing the busiest and most successful venues in the country.
- Create new profitable corporate partnerships.
- Develop new premium hospitality products for concerts and major sporting events.
- Provide the CCCC access to Prevent Advisors, OVG's high-level firm specializing in counterterrorism and intelligence for public venues and large events.

BOOKING AND EVENT BENCHMARK

OVG Facilities will work with the City and Auditorium Board to mutually establish an EVENT FINANCIAL BENCHMARK ("EFB") from which revenue sharing will be based. The EFB will include NET revenues CCCC receives from ticketed events in the arena and theater, and all events in the convention center including rent, ticketing commissions, ticketing fees, facility fees, food and beverage sales, ancillary income, parking, merchandise sales, and event-related premium sales. We propose basing the benchmark as the average of the above NET revenues from Fiscal Years 2017, 2018, and 2019. We will include an allocation in the benchmark to cover the cost of the on-site Director of Sales and Booking. OVG Facilities and the City will mutually agree to review and possibly increase the benchmark every five (5) years.

OVG Facilities and the City/Auditorium Board will mutually establish a revenue share on all new revenue established over the EFB.

CORPORATE PARTNERSHIP AND SPONSORSHIP SALES

In addition to the event income, OVG Facilities will work with the City and Auditorium Board to increase revenues from the sale of new corporate partnerships and premium seating.

OVG Facilities and the City/Auditorium Board will mutually establish a revenue share on all new revenue sponsorship revenue sold by OVG Facilities.

FULL-SERVICE MANAGEMENT

If desired, OVG Facilities and Live Nation can offer a full-service management solution. We have the experience, resources, programs, and the talent to ensure that the venues will operate efficiently. As outlined in our Response, our typical scope-of-services includes:

- Booking and Event Solicitation
- Sponsorship and Premium Seating Sales
- Marketing and Public Relations
- Finance and Administration
- Management of Third-Party Contracts
- Box Office Management
- Food and Beverage Management
- Operations
- Maintenance and Custodial Services

With the customized OVG Facilities full-management solution, we will bring our knowledge and expertise into every element of facility management. Typically, OVG Facilities would be contracted to represent the facility owner as an agent and as such, we work at the direction of our clients and under the restrictions of a client approved budget. We will make a comprehensive effort to customize our programs based on the true needs of the CCCC. We do not have pre-conceived solutions and will use our vast experience operating venues to establish best practice operating procedures that are most beneficial to the CCCC.

We have included some potential financial models for CCCC. OVG Facilities and Live Nation are willing to discuss all fair and reasonable financial proposals with the City and Auditorium Board.

Full Management: Option A

OVG Facilities and Live Nation would propose a Standard Management Fee relationship.

- The City and Auditorium Board will retain all of the rights as owners of the venue and sets direction and financial decisions for the CCCC.
- OVG Facilities is paid a monthly management fee and manages the venue on behalf of the client.
- OVG Facilities receives mutually agreeable annual incentive fees tied directly to the bottom line of the CCCC.
- City and Auditorium Board owns 100% of the bottom line of the venue and receives 100% of all net revenues and covers all associated staffing and operating expenses.

Full Management: Option B

OVG Facilities and Live Nation would propose a Guaranteed Bottom Line model where OVG Facilities guarantees the bottom line of the facility.

- The City and Auditorium Board will retain all of the rights as owners of the CCCC and will have input on direction and financial decisions for the venue.
- OVG Facilities manages the venue on their behalf and guarantees the bottom line. OVG Facilities is only paid a once mutually agreeable bottom line is achieved.
- The City and Auditorium Board shares in all net operating revenue over the established benchmark.

FINANCIAL INVESTMENT

As part of the full management options for the CCCC, OVG Facilities will commit to a long-term financial investment aimed at increasing revenues for the long-term benefit of the CCCC.

Appendix A

OVC Facilities



TWO RIVERS CONVENTION CENTER & AVALON THEATRE MARKETING PLAN



**TWO
RIVERS**
CONVENTION
CENTER

the historic
**AVALON
THEATRE**

EXECUTIVE SUMMARY

The Two Rivers Convention Center and Avalon Theatre is owned by the City of Grand Junction, managed by OVG Facilities, and marketed in partnership with the Grand Junction Visitors and Conventions Bureau (VCB) is the premier meeting venue in Grand Junction Colorado and the Western Slope.

There are economies of scale and efficiencies to be realized working together rather than as independent entities, therefore, the management team and the CVB will work together cooperatively marketing and promoting the Western Slope as the premier meeting and convention facility. This synergistic partnership ensures proper positioning for the TRCC in the highly competitive meetings/conventions marketplace and optimizes resources as the team moves forward with an aggressive sales effort making us a one-stop-shop for meeting planners.

The team will continue an aggressive advertising and promotional approach to bring long-term and short-term convention business into the convention center, as well as a robust schedule of events utilizing the arena.

A multi-faceted sales and marketing campaign will incorporate direct sales, trade show presence, website marketing, digital advertising, direct mail, print advertising, familiarization tours, PR and other techniques to build awareness of the TRCC among meeting and event planners in the industry and the region.

Whereas the TRCC is the main focus for driving convention center business and hosting meetings, having the addition of the Avalon Theatre provides the sales and marketing team with a unique venue option to help support convention center events. The Avalon Theatre can be used for general session meetings, offsite dining options, or to entertain attendees in the evening.

- The campaign will combine both promotions of the venue, along with its setting in the Western Slope, as an ideal choice for meetings and conventions.
- The ideal convention group will utilize 150 room-nights and require all meeting and exhibition space at the TRCC. Long-term sales efforts will be focused primarily upon such meeting groups and will maximize the potential use of the TRCC to promote economic impact.
- Short-term sales, including local corporate and community events (such as fundraising functions, chamber events, etc.) will play a vital role in filling “gaps” in the TRCC schedule. Local public relations, branding and community involvement are essential parts of the TRCC’s future marketing success.
- Booking the Avalon Theatre will continue to be a major focus for building brand identity and for establishing the venues as a catalyst for downtown activity and entertainment. As such, a continued effort must be made to successfully attract well-known artists and entertainment acts to the facility.

ABOUT THE TWO RIVERS CONVENTION CENTER

The convention center is a newly remodeled, first-class, full-service meeting, banquet and exhibition facility. The aesthetics, size, and flexibility of the convention center are all perfectly matched to create the perfect venue for the Western Slope. Features of the facility include:

General Features

- 23,000 square feet
- Accommodates up to 2,000 guests
- Three ballrooms, 5,800 square feet each are on one side of the center, while across the Concourse Hallway are six smaller rooms that can be configured in different ways to meet your needs.
- Exceptional floor plan allows for easy pedestrian flow through the facility
- Walking distance to premium convention hotels
- Warm-inviting architecture makes guests feel at home
- Facility is fully wired for data and telephone services in virtually every area
- Fully integrated audio-visual systems allow for uncompromising flexibility to interconnect all components of your event
- Free Wi-Fi

Services

The TRCC is a full-service venue. Never will a client of the TRCC feel like they are on their own to plan, implement, or market their event. Services include:

- **Food and Beverage** – All food and beverage is elegantly done by the in-house catering team. The F&B team prides itself on locally sourcing as many products as possible. The team has the capabilities of providing everything from the traditional concessions stand offers to high-end plated meals with specialized food and beverage options.
- **Audio Visual** – provided through in-house staff or through a preferred vendor, the TRCC can provide anything from a simple microphone to a full-scale production.
- **Electrical** – provided by in-house, licensed electricians
- **Phone and Data** – provided by in-house technicians who are available for consultation to ensure all event needs are satisfied

Avalon Theatre Marketing

The following marketing initiatives will be implemented for each of the Avalon Theatre events.

- Print & Broadcast Advertising Media Planning
- Digital Advertising
- Social Media campaigns
- Grassroots and 3rd Party Promotions
- Public Relations
- Creating Pre and Post Show Experiences
- Public Relations
- In-house marketing elements: Email campaigns, signage, banners, etc.

ABOUT THE AVALON THEATRE

The Arena, formerly known as the Grand Junction Civic Center, has been recently renovated and updated to a highly competitive regional attraction. Home to the Grand Junction Falcons, the facility boasts the following features:

- 1,100 Seat theatre
- Newly renovated Historically Theatre with many upgrades
- Rooftop Terrace and Mezzanine Lobby framed with a beautiful view of Grand Junction's Book Cliffs
- Newly furnished Encore Hall is the perfect blend of modern technology and hospitality to host your next meeting, small performance or movie screening.

Services

The Theatre, much like the Convention Center, is a full-service venue. These services include:

Box Office – The Avalon Theatre is a Ticketmaster venue offering professional ticketing advice and service

Food and Beverage – provided by our in-house team

Production Services – offers full production and stagehand support services

Electrical – tie-ins are provided by in-house, licensed electricians

Phone and Data – provided by in-house technicians who are available for consultation to ensure all event needs are satisfied

Marketing – the OVG Facilities marketing team provides support to all Theatre promoters. From media placement to marketing and public relations events, promoters are never on their own when presenting events at the Avalon Theatre.

Regional Assets

What will you find during a visit to Grand Junction? Awe-inspiring natural beauty and the dramatic red rock landscape of the Colorado National Monument. Exhilarating outdoor adventures including hiking, camping or skiing on the Grand Mesa. Hundreds of miles of world-class mountain biking trails such as the Kokopelli Trail. Incredible whitewater rafting on the Colorado River. Stunning golf courses, whose green fairways are juxtaposed against the craggy Redland desert. Throughout the Western Slope, visitors can indulge in delicious local wines, beers, and spirits. In Downtown Grand Junction, visitors will find plenty of opportunities to soak up the culture at attractions such as the Museum of the West and others.

From family-friendly venues to exciting nightlife, meeting planners are sure to find something that will appeal to everyone in their group. At the end of the day, there are plenty of comfortable places to rest your head. Our accommodations range from first-class, contemporary hotels to cozy inns and B&Bs.

- **Location** – Grand Junction is situated between Denver, CO and Salt Lake City.
- **Lodging** - Conveniently located near Interstate 70, visitors can find romantic inns where they can spend the weekend discovering Colorado's Wine Country, the Grand Junction area is home to a variety of hotels and motels offering an array of amenities.

CONVENTION CENTER SALES PROFILE

"Meetings and conventions" as a whole can be categorized into smaller market segments, based on certain criteria. Understanding these market segments and how they best match the features and benefits of the TRCC will help ensure proper sales positioning. In summary, the TRCC's size, facilities, and location in a third-tier city are inherent strengths when marketing to regional, state and local organizations.

Regional meetings & conventions

- More than 60% of attendees reside within a 400-mile radius of the Western Slope
- Attendees may reside in a multi-state area and/or a regionally homogenous international area

State/Provincial meetings & conventions

- More than 80% of attendees reside in the event state/province (or event- sponsoring state/province when held in state/province other than home state/province)
- More than 20% of attendees reside outside a 50-mile radius of the event site.
- State/provincial audiences are less inclined to use air travel and local auto rental than regional audiences.

Local meetings & conventions

- More than 80% of delegates reside within a 50-mile radius of the event site.
- Local audiences typically do not require overnight accommodations

Based on the above statistics, the TRCC and the member hotel properties of the VCB have the ideal amount of meeting/exhibition space and hotel rooms to meet the needs of a large percentage of those selecting meeting and convention sites.

Regarding the specific markets that will be targeted, one must look at the markets that tend to thrive in the Western Slope. When targeting meetings and conventions, it is important to select particular markets that tend to drive business naturally into the area. Specific market segments for long term convention sales at the TRCC are:

- Regional Chapters of National Associations
- State and Regional Associations
- SMERF
 - Social
 - Military
 - Educational
 - Religious
 - Fraternal
- Corporate
 - Medical
 - Technology
 - Financial
 - Insurance

The TRCC has identified the following as smart short-term business to help maximize revenue through yield management techniques:

- Weddings
- Proms
- Graduations
- Gala's
- Small Regional Associations
- Large Corporate Meetings
- Educational Conferences
- Cheer and Dance Competitions
- Expo's (ex. Affiliated chamber expo, wedding expo)
- Consumer Shows

Additionally, there are overlap markets that exist between short-term and long-term sales including the SMERF market segments mentioned above as well as other local professional (i.e. medical, legal) organizations.

- MPI - (Meeting Planners International)
- CSAE - (Colorado Society of Association Executives)
- MIC 2018 Conference and Tradeshow
- CMCA - (Christian Meetings & Conventions Association)
- Destination Colorado
- SGMP - (Society of Governmental Meeting Planners)

Continue to develop the TRCC / Avalon Theatre brand. Identify target customers and repeat clients to help support our efforts – including resources like Small Market Meetings, LinkedIn, and CVENT.

Marketing Methods to include:

- Familiarization Events
- Site Visits – Funded in conjunction with VCB and Downtown Hotels
- Incentives and Services opportunities with local hosts and VCB
- Social Media
- Tradeshow/Sales Missions
- PR Campaigns
- Advertising / Joint Ventures with VCB
- Convention Services Planner Guide
- TwoRiversConvention.com website

Objectives

The objective of the Convention Center sales effort will continue to focus on viable conventions and meeting groups ideally suited to the Two Rivers Convention Center. The approach to booking business should generate more booked groups and increase the economic impact for the Western Slope. The two main goals will be to:

- Increase meetings market share for Grand Junction and TRCC among our existing target audiences.
- Increase meetings market share for Grand Junction and TRCC from markets previously unable to be accommodated.

The TRCC convention sales efforts will focus on regional as well as smaller national organization conventions and trade shows, particularly association and corporate meetings/conventions.

The Sales Team will focus on building long-term relationships with clients to bring in business with repeat potential. The team will aggressively sell the convention center through several different means to ensure as much business is put on the books. This will be done through the following sales initiatives:

- Solicitation of past accounts
- Solicitation of new accounts
- Site visits
- Sales calls
- Pre-qualified off-site appointments
- Community involvement and committee work
- Networking events
- Hosting community and industry meetings
- Trade Shows
- Professional Industry Associations
- Marketing campaigns
- Sales Collateral including brochures, videos, one-sheets, etc.

TACTICAL PLANS

Dedicated Direct Sales

Dedicated direct sales will be the primary tool to maximize utilization of the Two Rivers Convention Center. The TRCC sales team will continually and aggressively pursue the TRCC target customer through personal, phone and written solicitations, trade show attendance, and individual sales presentations. The team will ensure that no “stone” is left unturned in the pursuit of business for the facility.

Sources for solicitation efforts will include the existing database and membership directories including ASAE, CSAC, MPI and RCMA to name a few. In addition, partnerships with area hoteliers and their national sales offices can help to produce leads that are too large for any individual hotel properties.

Online Marketing

The targeting, reach, and tracking ability of online marketing is unmatched to any other marketing avenues. We will utilize the following outlets to market the Two Rivers Convention Center:

- CVENT
- Google AdWords
- Facebook and other social media platforms
- Small Marketing Meetings online platforms
- Group Travel
- Destination Colorado
- Meetings Focus online platforms
- Other Association/Publications platforms that fit our targets sales efforts

Trade Show Presence/Industry Memberships

Memberships in key industry associations, and /or participation in their trade shows offer a highly cost-efficient way to network with hundreds of convention and meeting planners and sell many potential convention planners in a very short, intensive time frame.

Industry Memberships

In addition to being visible to customers at regional and national trade shows, it is critically important to remain active among the meeting and convention industry's leading organizations. These memberships help to foster relationships and promote facilities through name recognition and long-term exposure.

A suggested list of key industry organizations include, but are not limited to:

- **NYSAE** (New York Society of Association Executives)
- **PCMA** (Professional Convention Management Association)
- **IACVB** (International Association of Convention and Visitors Bureaus)
- **MPI NE** (Meeting Planners International)
- **RCMA** (Religious Conference Managers Association)

Public Relations

A comprehensive public relations campaign, operated in conjunction with the City and the VCB, will be a vital component of the TRCC marketing effort. The VCB and OVG Facilities team will work closely with groups booking into the TRCC to generate local and regional publicity about their conventions and its potential economic impact.

Website Enhancements, Electronic Marketing, and Social Networking

Electronic enhancements leading to an ever-evolving website are essential for reaching meeting planners in today's “wired” marketplace. A sophisticated Internet site offers the visitor a complete understanding of the TRCC's location, capabilities, features and benefits, as well as an online Request for Proposal (RFP) submission link.

Electronic newsletters and postcards will continue to be sent throughout the year and act as a constant means of contact with our key planner prospects.

OVG Facilities team will utilize the ever-growing social networking tools (i.e. Facebook, Twitter, Instagram, Linked In, etc.) to hit key meeting planners, target groups and patrons.

Print and Digital Advertising

Paid print and digital advertising in trade/industry publications will continue to be a component of the sales and marketing efforts. As a third-tier destination, Grand Junction does not possess the same high-profile brand-recognition as first-tier cities such as Denver, Chicago, Atlanta, etc. A well- conceived, highly targeted advertising campaign emphasizing the presence of both the TRCC and the unique attributes of the region will create a solid “positioning” in the minds of prospective meeting and convention planners in appropriate geographical markets.

An annual budget will be established for print and digital ads, and campaigns will be placed in these publications to ensure a competitive positioning for the TRCC in the minds of potential meeting planners in important regional markets.

Key trade publications may include:

- Meeting Planner International
- Successful Meetings
- SMART Meetings
- Tradeshow Executive
- Venues Today
- Small Market Meetings
- Religious Conference Manager
- Meetings & Conventions Magazine
- Focus Meetings
- Group Travel Leader

Direct Mail

With an effective database continually growing, the team will conduct direct mail campaigns targeted to potential meeting and convention decision- makers. Collateral print and electronic pieces will be used to make meeting planners aware of the destinations and the TRCC's attributes and will encourage them to seek more information. The direct mail pieces will be compatible with the design of the print advertising campaign.

Direct mail audiences will include the updated database, as well as membership directories of key influencers or organizations such as MPI, CSAE, MPI, CRV, RCMA, PCMA, and others named elsewhere in this document.

Familiarization Tours

“FAM” tours, conducted by the OVG Facilities team, will physically bring potential meeting and convention planners into the Western Slope for first- hand tours of the TRCC and the Avalon Theatre. “FAM” participants will visit the venues in person to better learn of its features and benefits. Such familiarization tours will be imperative to heighten the interest of meeting planners. The lodging component of each tour is made possible by collaboration with local hotel members, (including “downtown” properties) whose close proximity to the venue is a clear benefit to potential meeting planners.

Customized Events

In addition to trade shows and community involvement, one-on-one networking with customers who have shown an interest in Grand Junction, as well as potential customers, will continue to be a focus in the year to come. Two types of customer events will be held. First, we will invite local meeting planners in the area to a social gathering at which the OVG sales team can begin to build and strengthen solid relationships. Designed to encourage social networking, event time will not be used to hard sell, rather a time to get to know the customer better and to find ways to better serve their needs.

Similar to the local events, customer events will be held in conjunction with a few key industry trade shows. Hosting VIP dinners for select meeting planners during these already scheduled events will allow the sales staff the ability to nurture relationships and influence potential business opportunities for the venues.

Site Visits

Will focus on customizing site visits to fit with the organizer's theme, initiatives or goals.

Community Involvement

It is imperative for the sales team to be highly active in the community. Each sales manager will become involved in committee work for local organizations such as the Affiliated Chambers of Commerce and the Visitors and Conventions Bureau.

Networking Events

Networking throughout the Western Slope is the best and fastest way to grow the meetings and social markets at the TRCC. The sales managers attend monthly networking events.

Trade Shows

The OVG sales team will actively participate in industry trade shows, both in conjunction with the VCB and independently.

Appendix B

ANNUAL REPORT

2017 - 2018



WHAT'S INSIDE

Statement of Purpose

As a facility owned by Indiana University of Pennsylvania and operated by Pinnacle Venue Services, the Kovalchick Convention and Athletic complex strives to keep its goals in line with the objectives of the University and the local community citizens by:

- 1) Providing first-class, diversified, quality entertainment to IUP and the surrounding regional community
- 2) Be fiscally responsible by maintaining aggressive revenue goals
- 3) Increase the economic impact on Indiana, PA
- 4) Provide a positive experience to all of our customers each and every time they come to our facility
- 5) Customers are not dependent on us; we are dependent on them. They are not an interruption on our work; they are the purpose of it. They are not an outsider in our business; they are part of it. We are not doing them a favor by serving them; they are doing us a favor by giving us the opportunity to do so.

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FACILITY OVERVIEW

The Kovalchick Convention and Athletic Complex, located on Wayne Avenue on the campus of Indiana University of Pennsylvania (IUP), is a 148,500 square-foot facility that offers multi-use adaptable space in the 5,000 seat Ed Fry Arena, the 632 seat Toretti Auditorium, the 17,000 square-foot state of the art Conference Center with multiple breakout rooms, the 6,000 square-foot Corporate Training and Executive Conference Center. Included in the Conference Center is a fully equipped e-conference room with video conferencing as well as teleconferencing capabilities.

An ideal venue for concerts, family shows, sporting events, conferences, conventions, trade shows, corporate seminars and much more, the Kovalchick Complex is a premier facility located in Western Pennsylvania.

SUMMARY OF ACCOMPLISHMENTS

The Kovalchick Complex continues to establish itself as the premier venue for concerts, family shows, meetings, conventions and training sessions in Western Pennsylvania. In FY18, the Kovalchick Complex hosted 410 events with over 159,473 patrons passing through the facility.

The Conference Center hosted a total of 303 events, with a long list of returning business that included S&T Bank, Rosebud Mining, REA Energy, Indiana Chamber of Commerce, and the Local 2121. December 2017 was the most profitable month for the Conference Center with a 472% increase in sales from December 2016. Due to the efforts of capturing new types of events by the Kovalchick Complex team, the venue has surpassed the annual fiscal goals for the year.

This Winter set the stage for the IUP women's and men's basketball teams to reach post-season action in the PSAC, resulting in the IUP Women's team taking home the PSAC West Championship title and advancing to the NCCAA Division II Final Four. IUP pulled in a total of 25,690 fans in 34 home games, an average of 756 per game.

Pinnacle managed the Ticket Sales and Marketing budget for IUP Football and IUP Basketball once again in 2017-2018. Pinnacle also manages all of the in-game audio and video at George P. Miller stadium and The Ed Fry Arena.

BY THE NUMBERS

\$2,864,750

Gross Operating
Revenue

\$78,700

Gross Suite Revenue

\$95,367

Gross Ancillary
Revenue

\$139,890

Gross Advertising
Revenue

410

Number of Events

49,905

Total Paid Tickets

\$1,640,449

Gross Event Revenue

\$910,347

Gross Food &
Beverage

CONFERENCE CENTER OVERVIEW

The Conference Center is a first class multi-functional space able to accommodate an incredibly wide variety of events. There is potential to host four separate events at the same time, all independent of each other. Throughout the course of a single day, there is potential to host up to twelve events. Conference Center business continues to grow steadily. The Kovalchick Complex Conference Center compiled a total of 303 events, up 7 events from FY 2016-2017, and hosted 47,893 guests during FY 2017-2018. The Conference Center had the best fiscal year ever since the building opened.



CONFERENCE CENTER MONTHLY HIGHLIGHTS

July 2017

New Testament
Starlit Night

August 2017

WPHDA Conference
Local 2121

September 2017

REA Energy
WineFest

October 2017

IUP Homecoming
Luxury Raffle

November 2017

PA State Cheerleading
Department of Safety Sciences

December 2017

FLBA
Rosebud Mining Christmas Party



CONFERENCE CENTER MONTHLY HIGHLIGHTS

January 2018

REA Energy Banquet
Active Shooter Training

February 2018

Heritage Conference Game
S&T Bank All Employee Meeting

March 2018

Encore Cheerleading
Business Day

April 2018

FLO Nationals
Indiana's Cookin'

May 2018

Reinhart Food Show
IUP Spring Commencement

June 2018

Indiana High School Graduation
William Penn Luncheon



CONCERTS

Lil Uzi Vert



Crowder



Rodney Carrington



Blackberry
Smoke &
Aaron Lewis



CONCERTS

The Beach
Boys



Harlem
Globetrotters



WWE



Christmas
Wonderland



CONCERTS

Dueling Pianos



Lonestar



Garden Brothers
Circus



LIVE ON PRATT – TORETTI SERIES

The Second City



Rumours – A Fleetwood
Mac Tribute



Jim Brickman



Strictly Sinatra



LIVE ON PRATT – TORETTI SERIES

Judy Collins



Dublin Irish Dance



100 Years of Broadway



Menopause the Musical



Mike Super



NEW BUILDING EVENTS

Winter Bazaar

Christmas & Winter Craft/Vendor Show
Over 70 vendors



CRIMSON HAWKS



Our relationship with IUP Athletics has developed into a growing partnership that produces quality sporting events at Indiana University of Pennsylvania. The collaborative effort between Pinnacle and IUP Athletics has strengthened the Crimson Hawks brand making it more visible to the community and also to prospective students.



IUP FOOTBALL



IUP Football Stats	FY 2016-2017
Avg. Tickets Sold Per Game	2,387
Avg. Gross Sales Per Game	\$12,440.00
Avg. Per Cap Per Game(Net)	\$10.32
Total Ticket Income (Gross)	\$111,967.00
Season Total Attendance	21,485

New to 2017 Season

Created a Family Fun Day Event to bring the University and Community together.

Registered 128 children for IUP Football's Li'l Hawks Club



IUP BASKETBALL



Athletic Event	Attendance	Gate Receipts	Ticket Sales (per cap)
IUP Women's Basketball Season Totals	7,221	\$25,292.98	\$3.50
IUP Men's Basketball Season Totals	15,781	\$43,660.34	\$2.77
Combined IUP Basketball Season Totals	23,002	\$68,953.32	\$3.00
PSAC Post-Season Basketball Totals	2,688	\$11,454.00	\$4.26
Final IUP Basketball Season Totals	25,670	\$80,407.32	\$3.63

IUP COMMENCEMENT



Indiana University of Pennsylvania Commencement was held in the Ed Fry Arena at the Kovalchick Complex. This is the fifth year Spring Commencement was held at the facility and the fourth year for winter commencement. With the University continuing the trend of having two spring ceremonies, we were able to accommodate 2,367 graduates and their families which is a single day event attendance record.



KCAC SPONSORSHIPS

In 2017 – 2018 we brought on a variety of new sponsors who each brought a new aspect to our building.



InFirst Bank
Dunkin Donuts
IndiGO
Go Bonkerz
IPS
Chipotle
Insomnia Cookies
Jimmy John's
Primary Health Network



INTERACTIVE MARKETING EFFORTS

WEBSITE
189,154
Page Views

54,545 Users

TWITTER 
2,855 followers
Increased by 203

INSTAGRAM
889 Followers
Increased followers by 9%


FACEBOOK
9,254 Likes
Increased by 1,243 Likes



CYBER CLUB
11,156
members



PEAK CUSTOMER SERVICE PROGRAM

P - People: People are at the core of our success.

Embrace a positive attitude. Display professionalism.

E - Experience: Our priority is creating memorable experiences.

A - Action: Take action to provide a first class experience.

K - Knowledge: Be knowledgeable of your venue and events, aware of your surroundings, and a master at your role.



Every month we compile the names of everyone who has received a PEAK card and they are entered to win a gift card (Amazon, Giant Eagle, etc.)

And a Few PEAK Winners Were...

December- Don Bertan, Operations Staff

February- Jeff Dunlop, Event Staff

March – Don Rosenberger, Event Staff

May – Neal Weaver , A/V Staff

"The winning PEAK card was received on 3/26 during WWE. Don worked over fifteen hours securing the loading dock lot and entrance. Similarly to other shows in the past, he did an excellent job with this vital event aspect."

"Neal earned the card for his hard work and dedication during two (2) rehearsals and the event itself. In fact, he did such a great job that the client reached out to describe their KCAC experience with glowing remarks."

KCAC MANAGEMENT TEAM



Andrew Thompson
General Manager



Holly Wadding
Director of
Conference Sales



**Mary Ann
Lambrinos**
Director of
Corporate Sales



Gregg Kalumba
Director of Finance
& Assistant GM



Mark Mathe
Director of Events
And Operations



Bre Miller
Box Office
Manager



Kristen Kaltreider
Marketing Manager



Keegan Girouard
Events And Operations
Manager

KCAC MANAGEMENT HIGHLIGHTS



KCAC COMMUNITY INVOLVEMENT



IUP Hawks raise money for Angels' Wings



The Kovalchick Complex staff gave back to the community in a variety of ways this past fiscal year. We supported The Angel Wings Program by collecting toy donations at 2 IUP Basketball Games. Little Hands, Big Hearts is a youth mentoring program ran by the Indiana Country YMCA. We donated tickets to multiple events and that were used in basket raffles to help the program raise money. The staff also took time to volunteer at Four Footed Friends, a non-kill animal shelter located here in Indiana. We continue to do our part every year and give back to the local community.

TESTIMONIALS

Brett Stewart

Vice President – Commercial Lending
CNB Bank

“Mary Ann and her co-workers have gone out of their way to address the needs of CNB Bank and our customers. The communication and proactive attention given to our company has not gone unnoticed and we look forward to continuing that partnership in the future.”

David Fluharty

Owner, Big League Haircuts

“Since Big League Haircuts of Indiana, PA began our marketing journey with the KCAC, we can honestly say that this has been the best advertising decision we have ever made.”

Timothy Kronenwetter,
President, InFirst Bank

“InFirst Bank is proud to be the sponsor of “Live On Pratt”. The KCAC, with their Staff and Services, have professionally brought these performances to “life” for the community. From planning through presentation – you can count on them!”

CUSTOMER REVIEWS



Ricky Darracott reviewed Kovalchick Convention and Athletic Complex — ...

5★

April 9 at 1:26pm · 🌐

Awesome place to host a large event at. You have to try the pig wings at the concessions!



Like



Comment



Share



Beth Dore reviewed Kovalchick Convention and Athletic Complex — ...

5★

March 11 · 🌐

We saw Menopause the Musical at the Toretti Auditorium. What a FABULOUS show!!! The four women entertainers are to be commended on their fantastic job providing the audience with an afternoon of laughter and enjoyment. So nice not to have to drive to Pittsburgh to see a good show.



Like



Comment



Share



Mark Cecchi reviewed Kovalchick Convention and Athletic Complex — ...

5★

December 11, 2017 · 🌐

Nice small college complex. Great for sporting events and concert



Like



Comment



Share



Daniel Kupas reviewed Kovalchick Convention and Athletic Complex — ...

5★

December 10, 2017 · 🌐

Attended the Crimson Huddle, prior to the IUP/West Florida NCAA DIV II Semi-Final game. Excellent job by the Catering Service !! Very enjoyable pregame event.



Like



Comment



Share



Shawn Boarts Sr reviewed Kovalchick Convention and Athletic Complex ...

5★

February 27 · 🌐

Not a bad seat in the house. Been there for different events and always a great time



Like



Comment



Share



FINANCIAL PERFORMANCE

KOVALCHICK CONVENTION AND ATHLETIC COMPLEX CONSOLIDATED INCOME STATEMENT June 2018 Year to Date

	Year to Date vs Budget			Year to Date vs Previous Year		
	2018 YTD	2018 Budget	Variance	YTD 2018	YTD 2017	Variance
Tuition of Users	410	405	5	616	599	20
Tuition Fees General	40003	41300	(1297)	35603	32335	3268
Total Paid - Clubs	245	0	245	265	250	15
Tuition Absentee General	110377	116290	(5913)	110377	103582	6795
Tuition Absentee Student	1896	1870	26	1896	1850	46
Tuition Absentee Conference Center	16838	16069	769	16838	17181	(343)
RENTAL INCOME						
GROSS TICKET REVENUE	1,026,834	759,512	275,300	1,026,834	735,139	291,695
MEMBERSHIP REVENUE	26,819	5,009	22,810	26,819	10,815	16,004
OTHER REVENUE	172,552	511,481	(338,929)	172,552	507,135	(334,583)
LESS: TAXES	0	0	0	0	0	0
NET REVENUE AFTER TAXES	1,200,195	1,275,999	(75,804)	1,200,195	1,252,089	(51,894)
TENANT CHARGES	(1,320,054)	(1,110,000)	(209,054)	(1,320,054)	(1,095,039)	(225,015)
NET RENTAL INCOME	100,141	265,999	(165,858)	100,141	157,050	(56,909)
NET SERVICE INCOME / (LOSS)	43,004	76,235	(33,231)	43,004	57,510	(14,506)
EVENT REVENUE INCOME	147,850	102,698	45,152	147,850	75,174	72,676
SUITE TICKET REVENUE	2,396	8,000	(5,604)	2,396	4,207	(1,811)
SUITE RENTAL REVENUE	4,497	1,299	3,198	4,497	3,816	681
WING CHARGE REVENUE	51,469	80,145	(28,676)	51,469	40,277	11,192
TICKET REVENUE	75,133	46,250	28,883	75,133	36,104	39,029
TOTAL SUITE/CONFERENCE/RENTAL	134,295	115,694	18,601	134,295	85,318	48,977
ANCILLARY INCOME						
CONCESSIONS	68,217	65,496	2,721	68,217	60,352	7,865
CATERING - CONFERENCE CENTER	134,537	105,804	28,733	134,537	118,943	15,594
CATERING - SUITE / BACKSTAGE	16,458	17,736	(1,278)	16,458	16,139	319
CATERING - OUTSIDE	643	0	643	643	376	267
BAR/STATION	8,420	18,099	(9,679)	8,420	8,939	(519)
HAWKING	56,852	58,012	(1,160)	56,852	59,211	(2,359)
TOTAL ANCILLARY INCOME	225,137	215,147	9,990	225,137	214,927	10,210
EVENT OPERATING INCOME	505,734	411,751	93,983	505,734	310,577	195,157
INDIRECT EXPENSES						
EXECUTIVE	141,974	109,469	32,505	141,974	149,895	(8,921)
FINANCE	100,142	100,572	(430)	100,142	94,769	5,373
BOX OFFICE	50,204	50,262	(58)	50,204	51,761	(1,557)
MARKETING	50,666	47,268	3,398	50,666	41,004	9,662
CONFERENCE CENTER SALES	40,404	112,538	(72,134)	40,404	12,954	27,450
CONFERENCE SALES	12,000	67,710	(55,710)	12,000	18,961	(6,961)
EVENT PRODUCTION	51,000	37,184	13,816	51,000	55,000	(4,000)
OPERATIONS	64,800	61,261	3,539	64,800	64,426	374
OVERHEAD	100,240	105,512	(5,272)	100,240	118,116	(17,876)
TOTAL INDIRECT EXPENSES	721,800	604,444	117,356	721,800	725,953	(4,153)
GROSS BUILDING OPERATING INCOME	(116,066)	(292,693)	176,627	(116,066)	(415,376)	299,310
ADVERTISING INCOME	138,500	146,000	(7,500)	138,500	144,471	(5,971)
SUITE INCOME	75,634	75,522	112	75,634	50,123	25,511
CARD SHORT	0	0	0	0	0	0
MEMBERSHIP INCOME	41,776	17,476	24,300	41,776	27,337	14,439
TOTAL OTHER INCOME	215,970	210,970	5,000	215,970	214,970	1,000
NET OPERATING INCOME (LOSS)	(15,156)	(181,723)	166,567	(15,156)	(175,835)	160,679
MANAGEMENT FEE	75,300	75,716	(416)	75,300	76,016	(716)
EXPENSES	0	0	0	0	0	0
NET OPERATING INCOME (LOSS)	75,300	(106,007)	181,307	75,300	(99,819)	175,119

*Highest net operating income in facility history \$78,598, 4% increase over previous year

*Highest Conference Center net event operating income in facility history \$335,387, a 14% increase over previous year.

FUTURE OUTLOOK

Patrons to the venue can continue to expect the best variety of entertainment and exceptional customer service.

New upcoming events include: Cirque Dreams Holidaze, Jeff Foxworthy, and Sesame Street Live. Conference Center events to expect include a Wine & Taco Festival, Rosebud Christmas Party, PA State Cheerleading, and the JROTC Military Ball.

The Live on Pratt Series will return with 9 shows set for this years season.



**LIVE ON
PRATT**



The OVG staff at the Kovalchick Complex is dedicated to the success of the facility and to bringing world-renowned entertainment to the community and Indiana University of Pennsylvania. We will continue to make every effort to form lasting relationships within the community, develop business partners and sponsors, utilize our media partners and deliver on the promise to Indiana University of Pennsylvania, the community, and patrons of the facility to pursue first rate entertainment while making use of the multiple Pinnacle management practices that allow us to keep operationally efficient.

Resolution No. 309-20

Introduced in Council

Passed by Council

March 16, 2020

Introduced by
Joseph Jenkins

Referred from
Finance Committee

1 Resolution No. 309-20 - Authorizing the Mayor or City Manager to enter into a contract
2 with GAI Consultants, Inc. for the amount of \$17,980.00 for the completion of the 5
3 Corners Architecture and Historic Intensive Survey and the nomination of the 5 Corners
4 Historic District to the National Register of Historic Places. The area to be surveyed and
5 nominated encompasses approximately sixty buildings within a 17-acre area of Virginia
6 Street from Maryland Avenue to Elm Street, and Central Avenue from Delaware Avenue
7 to Elm Street. The consultant must be able to complete the project by September 1,
8 2020.

9
10 Be it Resolved by the Council of the City of Charleston, West Virginia:

11
12 The Mayor or City Manager is authorized to enter into a contract with GAI Consultants,
13 Inc. for the amount of \$17,980.00 for the completion of the 5 Corners Architecture and
14 Historic Intensive Survey and the nomination of the 5 Corners Historic District to the
15 National Register of Historic Places.
16

Five Corners Survey

Project No. 2020-001

Bid Opening: February 13, 2020 @ 10:30am

	GAI Consultants, Inc	Aurora Research Associates LLC	
	500 Lee Street East Suite 700	1436 Graham Road	
	Charleston WV, 25301	Silver Lake, OH 44224	
	P: (304) 926-8100	P: (304) 685-7410	
	b.resnick@gaiconsultants.com	courtney@aurora-lc.com	
Project Cost	\$17,980.00	\$21,628.00	
Local Vendor Preference (4%)	N/A	N/A	
Cost Estimate (0-30 points)	30	23	
Proven ability to successfully meet all project milestones and complete project by contract deadline (0-40 points)	39	35	
Experience in conducting architectural/history surveys (0-10 points)	9	9	
Experience with Natinal Register nominations (0-10 points)	9	9	
References from projects completed in the last two years (0-10 points)	9	9	
Total Points (Maximum 100)	96	85	
Project Completion	157 days	180 days	
Successful Bidder			

Five Corners S

Project No. 2020

Bid Opening: February 13, 2020

GAI Consultants, Inc

500 Lee Street East Suite 700

Charleston WV, 25301

P: (304) 926-8100

b.resnick@gaiconsultants.com

Project Cost	\$17,980.00
Local Vendor Preference (4%)	(\$719.20) \$17,260.80
Cost Estimate (0-30 points)	
Proven ability to successfully meet all project milestones and complete project by contract deadline (0-40 points)	
Experience in conducting architectural/history surveys (0-10 points)	
Experience with Natinal Register nominations (0-10 points)	
References from projects completed in the last two years (0-10 points)	
Total Points (Maximum 100)	
Project Completion	157 days
Successful Bidder with Local Preference Consideration	

Survey

0-001

2020 @ 10:30am

Aurora Research Associates LLC	
1436 Graham Road	
Silver Lake, OH 44224	
P: (304) 685-7410	
courtney@aurora-llc.com	
\$21,628.00	
NA	
180 days	

5 Corners Architecture & History Intensive Survey & National Register Nomination
Consultant Selection

Project Description:

The Charleston Historic Landmarks Commission received 2 bids for the completion of the 5 Corners Architecture and History Intensive Survey and the nomination of the 5 Corners Historic District to the National Register of Historic Places. Located in the City of Charleston, Kanawha County, the project is estimated to include approximately 60 buildings within a 17-acre area. The area to be surveyed and nominated encompasses Virginia Street West from Maryland Avenue to Elm Street, and Central Avenue from Delaware Avenue to Elm Street.

Project Timeline:

Consultant must be able to complete the project by September 1, 2020.

Criteria	Points Possible	Aurora	GAI
Cost Estimate	0-30	23	30
Proven ability to successfully meet all project milestones and complete project by contract deadline	0-40	35	39
Experience in conducting architectural/history surveys	0-10	9	9
Experience with National Register nominations	0-10	9	9
References from projects completed in the last two years	0-10	9	9
Totals:	100	85	96

CITY OF CHARLESTON
Payroll Variance Analysis
February 2020

Department Name	Code	Type	Current Month				Year To Date				Annual	
			Wages	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget Available
Mayor	409	Regular		22,231	22,231	0	0.00%	188,962	188,961	0	0.00%	289,000
		IPT		-	-	-		-	-	-		-
		OT		-	-	-		-	-	-		-
		Total		22,231	22,231	0	0.00%	188,962	188,961	0	0.00%	289,000
												100,039
Mayor - CARE Office												
Mayor	409-02	Regular		8,231	8,231	0	0.00%	45,269	16,346	28,923	63.89%	107,000
		IPT		-	-	-		-	-	-		-
		OT		-	-	-		-	-	-		-
		Total		8,231	8,231	0	0.00%	45,269	16,346	28,923	63.89%	107,000
												90,654
City Council												
City Council	410	Regular		13,000	11,750	1,250	9.62%	110,500	88,500	22,000	19.91%	169,000
		IPT		-	-	-		-	-	-		-
		OT		-	-	-		-	-	-		-
		Total		13,000	11,750	1,250	9.62%	110,500	88,500	22,000	19.91%	169,000
												80,500
City Manager - Admin.												
City Manager - Admin.	412-00	Regular		38,576	32,015	6,561	17.01%	327,900	321,287	6,613	2.02%	501,494
		IPT		-	-	-		-	-	-		-
		OT		-	-	-		-	-	-		-
		Total		38,576	32,015	6,561	17.01%	327,900	321,287	6,613	2.02%	501,494
												180,207
City Treasurer												
City Treasurer	413	Regular		9,478	9,478	(0)	0.00%	80,561	80,561	(0)	0.00%	123,211
		IPT		692	610	82	11.89%	5,885	4,135	1,750	29.73%	9,000
		OT		-	-	-		-	-	-		-
		Total		10,170	10,088	82	0.81%	86,446	84,696	1,750	2.02%	132,211
												47,515
City Collector												
City Collector	414	Regular		51,803	44,398	7,406	14.30%	440,329	384,202	56,128	12.75%	673,445
		IPT		-	-	-		-	-	-		-
		OT		-	-	-		-	-	-		-
		Total		51,803	44,398	7,406	14.30%	440,329	384,202	56,128	12.75%	673,445
												289,243
City Clerk												
City Clerk	415	Regular		9,540	9,540	(0)	0.00%	81,086	81,086	(0)	0.00%	124,014
		IPT		-	-	-		-	-	-		-
		OT		-	-	-		-	-	-		-
		Total		9,540	9,540	(0)	0.00%	81,086	81,086	(0)	0.00%	124,014
												42,928
Municipal Court												
Municipal Court	416	Regular		22,326	19,636	2,690	12.05%	189,767	179,976	9,791	5.16%	290,232
		IPT		1,385	1,101	284	20.48%	11,769	9,726	2,043	17.36%	18,000
		OT		1,723	659	1,064	61.73%	14,646	8,174	6,472	44.19%	22,400
		Total		25,433	21,396	4,037	15.87%	216,182	197,876	18,306	8.47%	330,632
												110,256
												8,274
												14,226
												132,756

CITY OF CHARLESTON
Payroll Variance Analysis
February 2020

Department			Type	Current Month				Year To Date				Annual	
Name	Code	Wages	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Available	
City Attorney	417	Regular	28,191	28,000	191	0.68%	239,625	238,000	1,625	0.68%	366,485	128,485	
		IPT	-	-	-	-	-	-	-	-	-	-	
		OT	-	-	-	-	-	-	-	-	-	-	
Budget		5											
Actual		5	28,191	28,000	191	0.68%	239,625	238,000	1,625	0.68%	366,485	128,485	
Total													
Accounting	418	Regular	22,089	22,563	(474)	-2.14%	187,757	188,349	(592)	-0.32%	287,157	98,808	
		IPT	-	-	-	-	-	-	-	-	-	-	
		OT	-	-	-	-	-	-	-	-	-	-	
Budget		5											
Actual		5	22,089	22,563	(474)	-2.14%	187,757	188,349	(592)	-0.32%	287,157	98,808	
Total													
Engineering - General	420-00	Regular	35,449	32,690	2,759	7.78%	301,319	292,180	9,139	3.03%	460,841	168,661	
		IPT	269	-	269	100.00%	2,288	-	2,288	100.00%	3,500	3,500	
		OT	-	-	-	-	-	-	-	-	-	-	
Budget		7											
Actual		7	35,719	32,690	3,028	8.48%	303,608	292,180	11,428	3.76%	464,341	172,161	
Total													
Engineering - Stormwater	420-01	Regular	16,690	16,690	0	0.00%	141,869	141,869	0	0.00%	216,976	75,107	
		IPT	-	-	-	-	-	-	-	-	-	-	
		OT	-	-	-	-	-	-	-	-	-	-	
Budget		4											
Actual		4	16,690	16,690	0	0.00%	141,869	141,869	0	0.00%	216,976	75,107	
Total													
MOECD	421	Regular	30,329	30,329	0	0.00%	257,793	257,105	689	0.27%	394,272	137,167	
		IPT	-	-	-	-	-	-	-	-	-	-	
		OT	-	-	-	-	-	-	-	-	-	-	
Budget		7											
Actual		7	30,329	30,329	0	0.00%	257,793	257,105	689	0.27%	394,272	137,167	
Total													
Human Resources	422	Regular	31,580	29,791	1,789	5.67%	268,429	257,683	10,746	4.00%	410,538	152,855	
		IPT	-	-	-	-	-	-	-	-	-	-	
		OT	-	-	-	-	-	-	-	-	-	-	
Budget		7											
Actual		7	31,580	29,791	1,789	5.67%	268,429	257,683	10,746	4.00%	410,538	152,855	
Total													
Mail Room	431	Regular	2,472	2,480	(8)	-0.31%	21,012	21,020	(8)	-0.04%	32,136	11,116	
		IPT	-	-	-	-	-	-	-	-	-	-	
		OT	-	-	-	-	-	-	-	-	-	-	
Budget		1											
Actual		1	2,472	2,480	(8)	-0.31%	21,012	21,020	(8)	-0.04%	32,136	11,116	
Total													
Building Commission	436	Regular	47,927	43,002	4,925	10.28%	407,379	397,515	9,864	2.42%	623,050	225,535	
		IPT	-	-	-	-	-	-	-	-	-	-	
		OT	-	-	-	-	-	-	-	-	-	-	
Budget		13											
Actual		13	47,927	43,002	4,925	10.28%	407,379	397,515	9,864	2.42%	623,050	225,535	
Total													

CITY OF CHARLESTON
Payroll Variance Analysis
February 2020

Department Name	Code	Type	Current Month				Year To Date				Annual	
			Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Available
Planning	437	Regular	30,353	29,248	1,105	3.64%	257,999	250,280	7,720	2.99%	394,587	144,307
		IPT	-	-	-	-	-	-	-	-	-	-
		Total	30,353	29,248	1,105	3.64%	257,999	250,280	7,720	2.99%	394,587	144,307
Information Systems	439	Regular	42,802	39,292	3,509	8.20%	363,813	357,061	6,752	1.86%	556,420	199,359
		IPT	-	-	-	-	-	-	-	-	-	-
		Total	42,802	39,292	3,509	8.20%	363,813	357,061	6,752	1.86%	556,420	199,359
General Services	440	Regular	29,273	31,156	(1,883)	-6.43%	248,821	271,717	(22,896)	-9.20%	380,550	108,833
		IPT	3,462	905	2,557	73.86%	29,423	1,765	27,658	94.00%	45,000	43,235
		Total	32,735	32,061	674	-2.05%	278,244	273,482	4,762	-1.70%	425,550	152,068
Strategy Management	442	Regular	13,455	9,690	3,764	27.98%	114,364	94,438	19,926	17.42%	174,910	80,472
		IPT	-	-	-	-	-	-	-	-	-	-
		Total	13,455	9,690	3,764	27.98%	114,364	94,438	19,926	17.42%	174,910	80,472
Constituent Services	442-01	Regular	5,722	-	5,722	100.00%	25,750	-	25,750	100.00%	51,500	51,500
		IPT	-	-	-	-	-	-	-	-	-	-
		Total	5,722	-	5,722	100.00%	25,750	-	25,750	100.00%	51,500	51,500
Morris Square Property	500	Regular	1,832	1,872	(40)	-2.19%	15,571	19,996	(4,425)	-28.42%	23,814	3,818
		IPT	-	-	-	-	-	-	-	-	-	-
		Total	1,832	1,872	(40)	-2.19%	15,571	19,996	(4,425)	-28.42%	23,814	3,818
Public Works	566	Regular	8,000	8,000	-	0.00%	68,000	68,000	-	0.00%	104,000	36,000
		IPT	-	-	-	-	-	-	-	-	-	-
		Total	8,000	8,000	-	0.00%	68,000	68,000	-	0.00%	104,000	36,000
Public Grounds - Adm.	567-00	Regular	66,175	59,224	6,951	10.50%	562,489	529,071	33,417	5.94%	860,277	331,206
		IPT	-	-	-	-	-	-	-	-	-	-
		Total	66,175	59,224	6,951	10.50%	562,489	529,071	33,417	5.94%	860,277	331,206
Budget 27	24	OT	1,846	-	1,846	100.00%	15,692	4,231	11,462	73.04%	24,000	19,769
		Total	1,846	-	1,846	100.00%	15,692	4,231	11,462	73.04%	24,000	19,769
		Total	68,021	59,224	8,797	12.93%	578,181	533,302	44,879	7.76%	884,277	350,975

CITY OF CHARLESTON
Payroll Variance Analysis
February 2020

Department		Type	Current Month				Year To Date				Annual	
Name	Code	Wages	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Available
Public Grounds - C/T		Regular	4,728	4,743	(15)	-0.32%	40,188	40,374	(186)	-0.46%	61,464	21,090
	567-01											
Budget			-	-	-	100.00%	-	-	-	-	4,000	3,908
Actual			308	-	308	100.00%	2,615	92	2,524	-100.00%	4,000	3,908
Total			5,036	4,743	292	5.81%	42,803	40,466	2,337	5.46%	65,464	24,998
Police - Uniform		Regular	622,010	586,719	35,292	5.67%	5,287,089	4,970,162	316,927	5.99%	8,086,136	3,115,974
	700-00											
Budget		OT	135,626	150,478	(14,852)	-10.95%	1,163,614	1,285,500	(121,886)	-10.47%	1,763,138	477,638
Actual		Reimb.	(1,923)	(5,632)	3,709	192.86%	(16,346)	(16,880)	534	3.27%	(25,000)	(8,120)
Total			755,713	731,564	24,149	3.20%	6,434,357	6,238,782	195,575	3.04%	9,824,274	3,585,492
Police - Civilian		Regular	64,178	63,411	768	1.20%	545,517	529,950	15,567	2.85%	834,320	304,370
	700-01											
Budget		IPT	3,846	2,000	1,846	48.00%	32,692	13,250	19,442	59.47%	50,000	36,750
Actual		OT	6,892	4,875	2,017	29.26%	58,585	46,646	11,938	20.38%	89,600	42,954
Total			74,917	70,286	4,631	6.18%	3,171,718	589,847	46,947	1.48%	973,920	384,073
Fire - Uniform		Regular	689,928	650,545	39,382	5.71%	7,181,218	7,102,485	78,733	1.10%	10,244,058	3,141,573
	706-00											
Budget		OT	78,060	62,634	15,426	19.76%	663,513	507,909	155,604	23.45%	1,014,784	506,875
Actual		Reimb.	(923)	(2,718)	1,795	194.45%	(7,846)	(7,135)	(711)	-9.07%	(12,000)	(4,865)
Total			767,065	710,461	56,604	7.38%	7,836,885	7,603,259	233,626	2.98%	11,246,842	3,643,583
Fire - Civilian		Regular	6,566	6,566	0	0.00%	55,810	55,809	0	0.00%	85,356	29,547
	706-01											
Budget		IPT	-	-	-	-	-	-	-	-	-	-
Actual		OT	-	-	-	-	-	-	-	-	-	-
Total			6,566	6,566	0	0.00%	55,810	55,809	0	0.00%	85,356	29,547
Traffic		Regular	32,881	34,224	(1,343)	-4.08%	279,492	286,835	(7,343)	-2.63%	427,459	140,624
	712											
Budget		IPT	-	-	-	-	-	-	-	-	-	-
Actual		OT	862	237	624	72.47%	7,323	6,449	874	11.94%	11,200	4,751
Total			33,743	34,462	(719)	-2.13%	286,816	293,284	(6,468)	-2.26%	438,659	145,375
Emergency Services		Regular	11,023	4,000	7,023	63.71%	93,697	34,000	59,697	63.71%	143,301	109,301
	716											
Budget		IPT	-	-	-	-	-	-	-	-	-	-
Actual		OT	-	-	-	-	-	-	-	-	-	-
Total			11,023	4,000	7,023	63.71%	93,697	34,000	59,697	63.71%	143,301	109,301
Street		Regular	178,908	158,776	20,133	11.25%	1,520,722	1,412,032	108,690	7.15%	2,325,810	913,778
	750											
Budget		IPT	-	-	-	-	-	-	-	-	-	-
Actual		OT	30,923	12,297	18,626	60.23%	181,846	107,618	74,228	40.82%	240,000	132,382
Total			209,832	171,073	38,759	18.47%	1,702,568	1,519,650	182,918	10.74%	2,565,810	1,046,160

CITY OF CHARLESTON
Payroll Variance Analysis
February 2020

Department		Type	Current Month				Year To Date				Annual	
Name	Code	Wages	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Available
Equipment Maintenance	754	Regular	61,330	55,424	5,907	9.63%	521,307	493,175	28,132	5.40%	797,293	304,118
		IP	-	-	-	-	-	-	-	-	-	-
Budget	21	OT	4,000	2,385	1,615	40.36%	34,000	16,616	17,384	51.13%	52,000	35,384
Actual	19	Total	65,330	57,809	7,521	11.51%	555,307	509,792	45,515	8.20%	849,293	339,501
Refuse & Recycling	800	Regular	151,693	146,237	5,455	3.60%	1,289,387	1,212,477	76,911	5.96%	1,972,004	759,527
		IP	-	-	-	-	-	513	(513)	-	-	(513)
Budget	67	OT	17,231	3,950	13,281	77.08%	146,462	80,864	65,598	44.79%	224,000	143,136
Actual	64	Total	168,923	150,187	18,736	11.09%	1,435,849	1,293,854	141,995	9.89%	2,196,004	902,150
Parks & Recreation	900	Regular	89,524	77,483	12,041	13.45%	760,951	682,283	78,669	10.34%	1,163,808	481,525
		IP	5,600	3,673	1,927	34.41%	173,600	194,806	(21,206)	-12.22%	280,000	85,194
Budget	31	OT	3,938	668	3,270	83.03%	33,477	32,336	1,141	3.41%	51,200	18,864
Actual	28	Total	99,062	81,824	17,238	17.40%	968,028	909,425	58,603	6.05%	1,495,008	585,583
Public Arts	906	Regular	3,846	3,846	(0)	0.00%	32,692	32,692	(0)	0.00%	50,000	17,308
		IP	-	-	-	-	-	-	-	-	-	-
Budget	1	OT	-	-	-	-	-	-	-	-	-	-
Actual	1	Total	3,846	3,846	(0)	0.00%	32,692	32,692	(0)	0.00%	50,000	17,308
Municipal Auditorium	910	Regular	7,438	7,564	(126)	-1.69%	63,224	63,890	(666)	-1.05%	96,695	32,806
		IP	-	-	-	-	-	-	-	-	-	-
Budget	3	OT	308	130	178	57.90%	2,615	1,404	1,211	46.31%	4,000	2,596
Actual	3	Total	7,746	7,694	52	0.67%	65,839	65,294	545	0.83%	100,695	35,401
Spring Hill Cemetery	952	Regular	24,897	22,434	2,463	9.89%	211,628	179,424	32,204	15.22%	323,666	144,242
		IP	-	-	-	0.00%	32,938	31,873	1,065	3.23%	62,000	30,127
Budget	8	OT	738	284	454	61.55%	6,277	2,366	3,910	62.30%	9,600	7,234
Actual	7	Total	25,636	22,718	2,918	11.38%	250,842	213,663	37,179	14.82%	395,266	181,603
General Fund		Regular	2,536,474	2,363,276	173,198	6.83%	22,829,285	21,820,790	1,008,496	4.42%	34,226,279	12,405,489
		IP	15,254	8,289	6,965	45.66%	288,595	256,069	32,527	11.27%	467,500	211,431
		OT	287,994	243,778	44,216	15.35%	2,377,743	2,132,688	245,055	10.31%	3,581,922	1,449,234
Budget	765	Reimb.	(2,846)	(8,350)	5,504	193.38%	(24,192)	(24,015)	(178)	-0.73%	(37,000)	(12,985)
Actual	705	Total	2,836,876	2,606,994	229,882	8.10%	25,471,431	24,185,532	1,285,899	5.05%	38,238,701	14,053,169

CITY OF CHARLESTON
Payroll Variance Analysis
February 2020

Department		Type	Current Month				Year To Date				Annual	
Name	Code	Wages	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Available
Coliseum & Conv. Center	402	Regular	91,633	79,890	11,743	12.82%	778,879	721,717	57,161	7.34%	1,191,226	469,509
		IPT	26,538	26,883	(345)	-1.30%	225,577	114,111	111,466	49.41%	345,000	230,889
		OT	4,000	3,845	155	3.89%	34,000	23,218	10,782	31.71%	52,000	28,782
Budget	29	OT										
Actual	25	Total	122,171	110,618	11,553	9.46%	1,038,455	859,046	179,410	17.28%	1,588,226	729,180
Parking System	406	Regular	45,736	45,339	396	0.87%	388,753	382,481	6,271	1.61%	594,563	212,082
		IPT	3,923	2,980	943	24.05%	33,346	25,594	7,752	23.25%	51,000	25,406
		OT	1,231	60	1,171	95.15%	10,462	3,855	6,607	63.15%	16,000	12,145
Budget	18	OT										
Actual	18	Total	50,889	48,379	2,511	4.93%	432,560	411,930	20,630	4.77%	661,563	249,633
Total		Regular	2,673,843	2,488,506	185,337	6.93%	23,996,917	22,924,988	1,071,928	4.47%	36,012,068	13,087,080
		IPT	45,715	38,152	7,563	16.54%	547,518	395,773	151,745	27.72%	863,500	467,727
		OT	293,225	247,682	45,542	15.53%	2,422,205	2,159,761	262,444	10.83%	3,649,922	1,490,161
Budget	812	Reimb.	(2,846)	(8,350)	5,504	-193.38%	(24,192)	(24,015)	(178)	0.73%	(37,000)	(12,985)
Actual	748	Total	3,009,937	2,765,990	243,946	8.10%	26,942,447	25,456,508	1,485,940	5.52%	40,488,490	15,031,982

Vacancy Report:

City Manager	2
Collector	2
Information Systems	1
Strategy Management	2
Constituent Services	1
Public Works (all)	18
Police - Uniform	15
Fire - Uniform	13
Homeland Security	1
Parks & Rec	3
Cemetery	1
Total General Fund	59
CCCC	4
Total All	63

**MUNICIPAL COURT
CITY OF CHARLESTON**

**Post Office Box 2749
Charleston, West Virginia 25330
(304) 348-8079**

Anne B. Charnock, Judge

Conrad Lucas, Clerk

TO: Mayor Amy Shuler Goodwin
FROM: Conrad Lucas, Clerk
DATE: **Thursday, March 5, 2020**
RE: **February 2020 Financial Information, Charleston Municipal Court**

TOTAL CITATIONS FILED: 589

Criminal Violations: 130
Traffic Violations: 459
Parking: 0
Building Search Warrants: 0

RESTITUTION COLLECTED (paid to victims): \$2,180.00

Primarily related to shoplifting cases, restitution monies are collected and refunded to the store/victim.

FINANCIAL REPORT ATTACHED

cc: Judge Anne B. Charnock
Miles Cary, City Clerk
Victor Grigoraci, Treasurer
Lieutenant Paul Perdue, Deputy Chief of Police
Tony Harmon, Building Department
David Potters, Office of the City Attorney
Captain Mark Abbott, CPD
Nikki Smith, City Clerk's Office

MUNICIPAL COURT REPORT - FILED CASES

CHARLESTON MUNICIPAL COURT
Report For February 1, 2020 Thru February 29, 2020

Page: 1
FILEDST

Violations by Filed Date...

CRIMINAL	130	
TRAFFIC	459	
Total Filed Violations		589

Completed Cases...

Paid Fine...		
CRIMINAL	22	
TRAFFIC	231	
Total Paid Fines		253
Before Judge...		
CRIMINAL	5	
TRAFFIC	13	
Total Before Judge		18
Total Completed		271

Other Completed...

DISMISS- OFFICER NOT WITH CITY		
CRIMINAL	15	
TRAFFIC	27	
Total		42
DEFENDANT DECEASED		
CRIMINAL	0	
TRAFFIC	3	
Total		3
DISMISSED OFFICER FAIL TO PROS		
CRIMINAL	2	
TRAFFIC	7	
Total		9
DISMISSED (PRESENTED INSURANCE)		
CRIMINAL	0	
TRAFFIC	40	
Total		40
DISMISSED (BY JUDGE'S ORDER)_		
CRIMINAL	0	
TRAFFIC	8	
Total		8
DISMISSED E-PROOF		
CRIMINAL	0	
TRAFFIC	8	

MUNICIPAL COURT REPORT - FILED CASES

CHARLESTON MUNICIPAL COURT
 Report For February 1, 2020 Thru February 29, 2020

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Total		8
DISMISSED (PRESENTED DL)		
CRIMINAL	0	
TRAFFIC	9	
Total		9
DISMISSED MISTAKEN IDENTITY		
CRIMINAL	0	
TRAFFIC	2	
Total		2
DISMISSED STORE CLOSED		
CRIMINAL	5	
TRAFFIC	0	
Total		5
DISMISSED OFF FAIL TO PROV VIN		
CRIMINAL	0	
TRAFFIC	3	
Total		3
DISMISSED (PROSECUTOR'S ORDER)		
CRIMINAL	25	
TRAFFIC	81	
Total		106
DISMISSED PRESENTED RECORDS		
CRIMINAL	6	
TRAFFIC	95	
Total		101
DISMISSED AFTER PT DIVERSION		
CRIMINAL	9	
TRAFFIC	17	
Total		26
DISMISSED VICTIM/WITNESS FTA		
CRIMINAL	2	
TRAFFIC	0	
Total		2
DISMISSED WITHOUT PREJUDICE		
CRIMINAL	16	
TRAFFIC	14	
Total		30
VOIDED DOCKET		
CRIMINAL	1	
TRAFFIC	3	
Total		4
Total Other Completed		398
Grand Total Completed		669

MUNICIPAL COURT REPORT - FILED CASES

CHARLESTON MUNICIPAL COURT
 Report For February 1, 2020 Thru February 29, 2020

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Net Difference Filed/Complete 80-

Warrants...

Issued...

CRIMINAL	223	
TRAFFIC	263	
Total Violations		486
Total Warrants Issued		486

Cleared...

CRIMINAL	258	
TRAFFIC	442	
Total Violations		700
Total Warrants Cleared		700

Change in Total Warrants 214-

Other Paid Cases...

Paid Fine...

Total Other Paid Fines 58

FINE FINE	\$29,864.00
LAWFND LAW ENFORCE. TRAIN STATE	\$1,300.00
LAWLOC LAW ENFORCE. TRAIN (LOCAL)	\$873.00
CVC CRIME VICTIM'S FUND	\$1,568.00
ADMIN ADMINISTRATIVE COST	\$404.00
JAILF REGIONAL JAIL CORR.	\$9,326.00
CCF COMMUNITY CORRECTIONS FUND	\$185.00
OP OVER PAYMENT	\$27.00
REST RESTITUTION	\$2,180.00
LITTER LITTER	\$50.00
Total Fees/Fines Paid	\$45,777.00

Monthly Report – Definition Key

Violations by Filed Date:

Violations keyed into the Court software during the month

Completed Cases:

Cases where the fine and court costs were paid in full and the case was closed during the month.

Before Judge:

Number of violations where a case set for trial before the judge; the defendant was found guilty or entered a guilty plea at trial and the defendant paid off all costs/fines in full thereby closing the case.

Other Completed -Dismissed (By Complainant):

The City Attorney moved to dismiss cases because the person who filed the complaint no longer wishes to pursue the charges.

Defendant Deceased:

Cases dismissed because the defendant died.

Dismissed Officer Fail to Pros:

Cases dismissed because the officer failed to appear in Court.

Dismissed (presented insurance):

Cases dismissed because the defendant presented valid proof of insurance for the offense date.

Dismissed (presented DL):

Cases dismissed because the defendant presented a valid driver's license.

Dismissed Mistaken Identity:

Cases dismissed cases on the City Attorney's motion due to mistaken identity.

Dismissed (Prosecutor's Order):

Cases dismissed on the City Attorney's motion or as a result of a plea agreement.

Dismissed Presented Records:

Cases dismissed because the defendant presented records to satisfy a code or Court requirement.

Dismissed After PT Diversion:

Cases dismissed because the defendant entered into a Pre-Trial Diversion agreement with the City and satisfied the requirements of the Pre-Trial Diversion.

Dismissed Victim/Witness FTA:

Cases dismissed because the witness or victim did not appear in Court for trial.

Dismissed without prejudice:

Cases dismissed but the City having the option to re-file the case within one (1) year of the date of the offense.

Dismissed No Drug Results:

Drug results were not received for trial.

Dismissed – Officer Not With City

Officer/Witness is no long employed by the City.

Warrants

The Court issues warrants for Failure to Appear in Court for court sessions. These warrants are printed and copied to the CPD Warrants Division.

Cleared:

The Court clears warrants once the warrant is served by an officer or when a defendant self reports to the Court.

The Court also clears warrants if a person is deceased, posts bond and or, in some cases, enters a plea.

Other Paid Cases:

The Court received a partial payment for a case; however, the defendant still has a balance due.

Search Warrant Issued:

A search warrant document was prepared and presented to the court by the City Attorney's office with regard to safety and public health concerns of a structure/property.

This report is not indicative of the case volume in Municipal Court. Rather, this information reflects payment status/coding for cases.



City of Charleston West Virginia

Vic Grigoraci, City Treasurer

City Treasurer's Report to City Council

Month Ended

February 2020

Please Note:

1. Here is the February 2020 Page 1 "All Funds Collections & Withdrawals" that shows the total of each fund balance.
2. A full copy of the February 2020 Report has been emailed to you.
3. The Report is searchable.
4. If you would like a paper copy of the full report, or if you need assistance in any way, please contact my office at 304-348-8029.

Respectfully submitted,

A handwritten signature in black ink, which appears to read "Vic Grigoraci".

Victor Grigoraci, CPA – City Treasurer

<u>Fund / Description</u>	<u>Balance February 2019</u>	<u>Balance January 2020</u>	<u>Collections February 2020</u>	<u>Withdrawals February 2020</u>	<u>Balance February 29, 2020</u>
001 General Fund	6,283,149.32	11,984,059.99	7,488,024.12	7,254,347.70	12,217,736.41
002 Coal Severance Tax	8.21	46.06	0.00	0.00	46.06
003 Municipal Stabilization	4,252,524.87	4,333,526.47	5,493.87	0.00	4,339,020.34
009 Community Development	93,669.16	2,088.98	36,763.18	34,392.92	4,459.24
010 Supportive Housing	0.00	0.00	793.74	793.74	0.00
012 West Side Improvement	0.00	30,403.25	20,000.00	28,226.00	22,177.25
014 IT Infrastructure	0.00	90,579.54	114.83	0.00	90,694.37
015 Charleston Land Reuse	0.00	37,438.32	47.43	49.48	37,436.27
016 Charleston Land Trust	45,883.77	0.00	0.00	0.00	0.00
017 Project West Invest	512.27	558.21	0.71	0.00	558.92
026 Uniform Pension Reserve Fund	15,913,738.59	20,517,126.52	1.38	330,508.00	20,186,619.90
035 Municipal Beautification	31,897.69	32,681.33	41.43	0.00	32,722.76
036 Special Demolition	15,296.18	18,291.49	23.19	0.00	18,314.68
037 Sister Cities	27,006.58	27,521.00	34.89	0.00	27,555.89
038 Solid Waste	698,273.13	490,236.91	363,744.96	81,822.77	772,159.10
039 Waste Disposal	35,587.20	0.00	76,361.60	43,129.00	33,232.60
040 Landfill Closure	3,275,764.51	3,390,022.13	7,439.02	0.00	3,397,461.15
041 Police Contributions	9,646.92	15,886.62	15.15	4,968.00	10,933.77
042 Police Evidence	52,919.54	1,103,798.92	1,399.35	0.00	1,105,198.27
043 Forfeited Funds	278,122.40	288,690.09	17,806.08	7,363.85	299,132.32
044 Municipal Court	205,581.89	203,687.98	49,086.00	30,220.00	222,553.98
045 Homeland Security	0.00	42,571.80	5,404.88	5,404.88	42,571.80
047 Health Insurance Reserves	6,109,483.12	6,225,855.88	7,892.89	0.00	6,233,748.77
048 Wayfinding Commission	73,771.97	33,173.41	33.66	12,000.00	21,207.07
049 Live On The Levee	37,279.17	5,306.02	6,510.66	1,000.00	10,816.68
080 Human Rights	176,793.29	176,793.29	0.00	0.00	176,793.29
081 Home Program	32,038.55	69,072.22	12,540.97	11,923.75	69,689.44
085 Firefighters Assistance Grant	77.08	77.08	0.00	0.00	77.08
088 SBA Riverfront Project Donation Account	9.18	9.18	0.00	0.00	9.18
088 SBA Riverfront Project Grant Account	10,167.71	10,167.71	0.00	0.00	10,167.71
095 Police Grants	121,890.57	111,956.97	11,721.54	0.00	123,678.51
096 Historic Preservation	2,601.00	20,601.00	0.00	0.00	20,601.00
099 Public Arts Grant	152,855.10	148,914.34	0.00	0.00	148,914.34
100 Sinking Fund	4,041,046.66	4,115,608.36	5,217.60	0.00	4,120,825.96
200 Infrastructure	150,217.31	153,078.64	194.07	0.00	153,272.71
214 Civic Center Capital Improvement	340,781.11	420,351.98	532.91	0.00	420,884.89
215 Municipal Auditorium Capital Improvement	152,105.14	166,372.57	260.96	0.00	166,633.53
216 Civic Center Capital Project Fund	45,301.82	0.00	0.00	0.00	0.00
220 General Maintenance	1,793,334.02	3,036,396.39	3,839.85	21,275.00	3,018,961.24
221 City Service Fee Capital Project	2,545,825.97	969,331.86	71,262.69	208,271.53	832,323.02
222 Facilities Maintenance	2,343,020.47	1,027,721.07	1,297.52	13,757.90	1,015,260.69
255 Ballpark Maintenance	73,015.43	53,084.61	67.30	0.00	53,151.91
402 Civic Center Revenue	434,698.09	112,533.89	617,129.93	469,415.66	260,248.16
406 Parking System Revenue	4,669,864.73	5,103,090.20	227,769.43	105,011.45	5,225,848.18
426 Parking Operation and Maintenance	1,119,673.10	1,511,550.37	1,916.28	0.00	1,513,466.65
427 Civic Center TIF Project	94,078.94	158,663.57	1,551.71	0.00	160,215.28
900 M - DENT	614,768.91	700,637.85	46,382.51	44,217.24	702,803.12
901 Pending Forfeiture	2,177,172.05	897,186.63	1,137.42	0.00	898,324.05
Working Cash Advance Fund	37,460.00	32,925.00	0.00	0.00	32,925.00
Total All Funds	58,568,912.72	67,869,675.70	9,089,855.71	8,708,098.87	68,251,432.54