

November 18, 2022




GRAND RIVER CENTER

Response to
City of Dubuque

Operations
Management RFP

Grand River Center
Conference &
Education Center

Operations Management
Services Proposal


OVG
360



Transmittal Letter & Executive Summary

November 18, 2022

Ms. Marie L. Ware
Leisure Services Department
City of Dubuque
1157 Central Avenue
Dubuque, IA 52001-5016

Dear Ms. Ware,

OVG360, a division of Oak View Group ("OVG"), is pleased to present the City of Dubuque ("the City") with our Response to RFP for Operations Management Services for Grand River Center Conference Center and Education Center ("GRC"). We appreciate the City's interest in considering a change in venue management and food and beverage services and enhancing the operations of the GRC. We are confident that the OVG360 team will offer you a new and creative approach to convention center operations, and we are committed to taking GRC to the next level of success.

Since its inception, OVG360 has taken a highly individualized method to innovate "*the business as usual*" approach to private management of public venues. We do not believe that a cookie-cutter approach to managing, marketing, booking, and operating venues works as the best model for owners and their communities. We do believe that every venue, city, and governing body deserves the individualized assessment of what is best for them, determining our approach to providing these services and how we will be held accountable for their delivery.

We know that change can be hard. But it can also be rewarding. In this case, we believe that you are one decision away from a different existence, and in fact, a better existence. *Imagine* a service-driven socially responsible approach to venue management. *Imagine* a dedicated team focusing on a detailed and customized food and beverage operation that complements local fare and sourcing. *Imagine* working with one of the most successful sponsorship sales agencies in the world; a group that generated over \$3 Billion in sponsorship revenue during the global pandemic. *Imagine* working more closely with the most powerful and high-profile meeting planners to ensure that GRC is not an afterthought, but a sought-after destination.

OVG was founded in 2016 by Irving Azoff and Tim Leiweke - two of the most charismatic and visionary individuals in the history of the hospitality, entertainment, and sports industries. Their positive disruption has come to life, as OVG has invested in and developed over \$6 Billion in new venues across the US and internationally, including Seattle's Climate Pledge Arena, New York City's UBS Arena, Savannah's Enmarket Arena, Austin's Moody Center, Acrisure Arena in Coachella Valley, CA, and a \$200 Million redevelopment of the Baltimore Arena in a partnership with the NBA's Kevin Durant's 35Ventures. OVG has also committed to invest an additional \$4 Billion in new development projects over the next five years. We also created the OVG Arena Alliance to drive maximum content and create corporate partners for the 25+ most prestigious arenas in the US.

Late last year, OVG completed its acquisition of Spectra, growing our venue management and booking portfolio to over 230 venues, including 59 convention centers. This industry leading venue group, now known as OVG360, has already made a significant disruption in the venue management industry. This year alone, OVG360 has helped our clients open new convention centers in Lexington, KY, and Terre Haute, IN, and is currently supporting the planning stages for a massive renovation of the Kay Bailey Hutchison Convention Center in Dallas, TX. This recent acquisition also included Spectra's established food service division, now known as OVG Hospitality. Combined, we are making a substantial investment in our people, practices, and clients, and the City of Dubuque has the unique opportunity to become another flagship community showcased by OVG360.

Working with local businesses is not new to OVG360. In fact, creating environments that reflect and celebrate the diverse communities in which we operate is one of our core values. A perfect example of our values in action can be seen in OVG360's operation of the new Enmarket Arena in Savannah, GA, where we proudly boast over 70% inclusion of local minority firms. We are passionate and confident about delivering similar results in the Dubuque community.



STRATEGY HIGHLIGHTS

- **Aggressive Approach to Sales and Marketing:** Our enclosed response provides a comprehensive plan for driving occupancy across GRC, with a focus on employing a strategic approach to layering business in order to increase economic impact and room nights at local hotels.
- **Relationship with Dubuque Fighting Saints:** No company understands the business of hockey better than OVG360. As part of the Dubuque Fighting Saints' ownership team, OVG360 Chairman, Peter Luukko is committed to the continued growth of their fan base, the community and further synergies throughout the Dubuque market.
- **Dedicated Food & Beverage Approach:** We feel there is a substantial opportunity to improve the customer experience and grow revenue in the F&B operation. Through our food and beverage division, OVG Hospitality, we will implement new creative menus, create new grab-and-go concepts that promote speed of service and revenue growth, and modern technology that will allow a more analytically-driven approach to operations through our proprietary SPAN360.
- **Partnership-Driven Approach:** Maximizing the success of GRC requires an iron-clad partnership among a variety of stakeholders including the City of Dubuque, Travel Dubuque, Dubuque Area Chamber of Commerce, Dubuque Fighting Saints, local M/WBE organizations, labor unions, service providers, and the local hospitality community. We are committed to fostering close-working relationships with these entities so that, through effective communication and consistent practices, we can maximize economic impact for local minority businesses and organizations.
- **Revenue Generation through Sponsorship Sales:** Through our partnerships division, OVG Global Partnerships, OVG360 is a leader in the sponsorship sales industry. We have identified sponsorship sales as a key opportunity to better monetize the assets of GRC and further enhance the event experience through tailored activations and marketing.
- **Focus on Sustainability:** We are the industry leader in sustainability efforts and are eager to be your partner in enhancing sustainability at GRC. We are confident in our ability to not only meet, but to exceed your goals, and we propose to develop a forward-facing marketing plan to educate guests on our commitment to and accomplishments in this critical area.
- **Commitment to Diversity, Equity, and Inclusion:** Through our Diversity, Equity, and Inclusion Council, our corporate Vice President of DE&I, and the many local partnerships we have developed dedicated to supporting M/WBE hiring and equal employment opportunity practices, we are committed to developing a locally-inclusive program for the GRC. We recognize the impact these initiatives have on the community and are confident in our ability to succeed on your behalf, as we have done in other markets.
- **Excellence in Transition:** We are proud of our best-in-class onboarding procedures and can assure you we will have key positions and corporate support on-site throughout by utilizing our vast and strong regional network of venues, which include Waterloo Convention Center in Waterloo and the Iowa Events Center in Des Moines.

OVG360 is unlike any other venue management company in the sports, hospitality, and live events industry. We authentically understand the challenges and frustrations that owner/operators face because we are owners. We invest in what we do, with the purpose of changing the world by leading through example. We own, build, and operate buildings. We put our own capital, our own reputations, and our own expertise on the line each and every day. We are, in fact, our clients' champions. We believe that a partnership with OVG360 provides the City of Dubuque and its GRC with the best opportunity to be successful. We encourage you to choose *ambition*. To choose *diversity*. To choose *sustainability*. And to choose an *authentic partnership* that will elevate your incredible venue, and your iconic city. We look forward to the journey with you.

As the Proposal Manager, please do not hesitate to contact me with any questions concerning our enclosed Response. My direct contact information is as follows:

Matt Lashoff, Director, Business Development, OVG360
150 Rouse Blvd., Philadelphia, PA 19112
Ph: (518) 461-1595, mlashoff@oakviewgroup.com, oakviewgroup.com

Sincerely,



Matt Lashoff
Director, Business Development, OVG360

Appendix B PROPOSAL RESPONSE FORM

Request for Proposals for Operations Management Services for Grand River Center, Dubuque, Iowa

The undersigned, on behalf of the firm, certifies that: (1) this offer is made without previous understanding, agreement, or connection with any person, firm, or corporation submitting a proposal on the same project; (2) is in all respects fair and without collusion or fraud; (3) the person whose signature appears below is legally empowered to bind the firm in whose name the proposal is submitted; (4) they have read the complete Request for Proposal and understand all provisions; (5) if accepted by the City, this proposal is guaranteed as written and amended and will be implemented as stated; and (6) mistakes in the submitted proposal will be the firm's responsibility.

NAME Global Spectrum L.P.
DBA/SAME OVG360
CONTACT Matt Lashoff
ADDRESS 150 Rouse Blvd. CITY/STATE Philadelphia, PA ZIP 19112
PHONE 518-461-1595 EMAIL mlashoff@oakviewgroup.com
STATE OF INCORPORATION Delaware
COMPANY WEBSITE ADDRESS oakviewgroup.com

NUMBER OF LOCATIONS 239 facilities operated NUMBER OF PERSONS EMPLOYED Full-time: 2,934 Part-time: 28,234

TYPE OF ORGANIZATION: Public Corporation ☐ Private Corporation ☐ Sole Proprietorship ☐
Partnership ☒ Joint Venture ☐ Other (Describe): ☐

BUSINESS MODEL: Small Business ☐ Manufacturer ☐ Distributor ☐ Retail ☐
Dealer ☐ Other (Describe): Services

Not a Minority-Owned Business: ☒ Minority-Owned Business: ☐ (Specify Below)
☐ African American ☐ Asian Pacific ☐ Subcontinent Asian ☐ Hispanic ☐ Native American
Other - Please specify ☐

Not a Woman-Owned Business: ☒ Woman-Owned Business: ☐ (Specify Below)
☐ Not Minority -Woman Owned ☐ African American-Woman Owned
☐ Asian Pacific-Woman Owned ☐ Subcontinent Asian-Woman Owned ☐ Hispanic Woman Owned
☐ Native American-Woman Owned ☐ Other - Woman Owned - Please specify ☐

ARE YOU REGISTERED TO DO BUSINESS IN THE STATE OF IOWA: ☒ Yes ☐ No

ACKNOWLEDGE RECEIPT OF ADDENDA: All addenda are posted to the City's RFQ/RFP web page and it is the proposer's responsibility to check and confirm all addendum(s) related to this document.
NO. 1, DATED 11/2/2022; NO. 2, DATED 11/4/2022; NO. , DATED

In submitting a proposal, the firm acknowledges all requirements, terms, conditions, and sections of this RFP document. Proposal submission format should be by order in which sections are listed throughout the document. All minimum and general requirements should be specifically addressed and detailed in firm's response. **Exceptions to any part of this document should be clearly delineated and detailed.**


Signature

Matt Lashoff,
Director, Business Development 11-16-22
Title Date

Exceptions have been provided at the end of this Response.

2. FIRM QUALIFICATIONS

2.A.-2.B. EXPERIENCE PROVIDING SERVICES

As demonstrated throughout this Response, our organization has decades of experience providing management and food and beverage services to facilities similar to the Grand River Center. Later in this Response, we have provided a complete profile of our firm, including references for similar clients and examples of our success operating their venues. As we have demonstrated through these references, the majority of our clients are public entities, like the City of Dubuque.

2.C. LEGAL COMPLIANCE

OVG360 has knowledge of and complies with all currently applicable and as they become enacted during the Agreement term, federal, state, and local laws, statutes, ordinances, rules, and regulations. We acknowledge that all laws of the State of Iowa, whether substantive or procedural, shall apply to this RFP and the Agreement, and all statutory, charter, and ordinance provisions that are applicable to public contracts in the City shall be followed with respect to this RFP and the Agreement. We have a long history of successfully providing the services requested by the RFP for publicly-owned facilities, including several venues in the state of Iowa.

2.D. MUNICIPAL & CITY GOVERNMENT EXPERIENCE

The majority of OVG360's clients are municipal entities (e.g., cities, counties, states). For example, in Iowa, we work on behalf of Polk County, the City of Sioux City, and the City of Waterloo. Later in this response, we have provided several municipal references.

2.E.-2.G. CAPACITY AND RESOURCES

Through our corporate support, financial stability, and presence both locally in Iowa and nationally in comparable facilities, OVG360 is well equipped to provide all insurances and other financial commitments as outlined in the terms of this RFP, the proposal, and the Agreement. Any areas for negotiation that we have flagged have been identified in the *Exceptions* section at the end of this Response. These resources also provide us with the capacity needed to provide all services and meet all obligations as required in the agreement as well as the appropriate materials, equipment, and labor.

3. PROPOSAL RESPONSE FORM

We have provided a completed Proposal Response Form as provided in Appendix B immediately following our Cover Letter/Executive Summary.

4. PROFILE OF FIRM

Global Spectrum L.P. d/b/a OVG360 is a Limited Partnership. Principal Officers of Global Spectrum LLC, the General Partner of Global Spectrum L.P. d/b/a OVG360, include President & Secretary Brian Rothenberg and Vice President & Treasurer Jim Pekala. A copy of our organizational structure has been provided below.

In November 2021, OVG completed its acquisition of Spectra (including the company's Venue Management, Food Services & Hospitality, and Partnerships divisions), which brought more than 20 years of proven operating history to the organization. This acquisition effectively blended the two most entrepreneurial and innovative companies in the sports, entertainment, and hospitality industry to redefine facility management and venue services. Throughout this bid, all experience listed is that of OVG360, unless otherwise explicitly noted.



4.A. OVG360 PROFILE

OVG360, a division of Oak View Group, is a full-service venue management and hospitality company that helps client-partners reimagine the sports, live entertainment, and convention industries for the betterment of the venue, employees, venue users, and surrounding communities. With a portfolio of client-partners spanning arenas, stadiums, convention centers, performing arts centers, cultural institutions, and state fairs around the globe, OVG360 provides a set of services, resources and expertise designed to elevate every aspect of business that matters to venue operators. Service-oriented and driven by social responsibility, OVG360 helps facilities drive value through excellence and innovation in booking and content development, sustainable operations, public health and public safety, food services, and more. OVG360 is raising the bar on how to provide the ultimate service for clients looking for professional management and/or hospitality services for their public venues. As 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.

OVG360 represents the full suite of specialized services we can provide to facilities. We listen to our clients and provide services that are appropriate based on their goals and needs. Across our management and hospitality services, we currently operate in more than 420 facilities, and we have a team of successful industry veterans and strategic partners who have a myriad of experience in addressing every challenge faced by venues. We can help make venues more profitable, efficient, and safe for both customers and employees.

4.B. KEY PERSONNEL

Below and on the following pages, we have provided biographies of key executive personnel that will support our operation in Dubuque. The majority of these individuals will support the operation in an advisory capacity, with our regional oversight team being informed of the operation on a more regular, daily basis.



CHRIS GRANGER
CEO, OVG360

With more than 25 years of experience, Chris oversees OVG360 and its various service divisions.

Prior to joining OVG, Granger was group president of sports and entertainment with Ilitch Holdings, a position he held since 2017. While there, he was responsible for all aspects of business operations for the Detroit Tigers, the Detroit Red Wings, the company's joint venture interest in 313 Presents, and the operations of Little Caesars Arena, Comerica Park, Detroit's historic Fox Theater, DTE Energy Music Theater, Meadow Brook Amphitheater, and Michigan Lottery Amphitheater at Freedom Hill. In Granger's four years leading the organization, the Ilitch sports and entertainment businesses saw a period of unprecedented growth, a broad expansion of programming, and significant community investment.

Granger previously served as president of the Sacramento Kings and Sacramento Basketball Holdings, LLC. During his tenure, the Kings enjoyed unprecedented revenue growth and were widely recognized as a highly innovative and community-minded franchise. Granger's influence also extended to the development of Sacramento's award-winning, LEED Platinum Golden 1 Center, and its 1.5 million-square-foot downtown mixed-use development project, Downtown Commons. The Golden 1 Center was the first arena in the country to be recognized as LEED Platinum, reflecting its groundbreaking commitment to sustainability. Before joining the Kings, Granger worked in various capacities for the NBA for 14 years. While there, he served as the executive vice president of the NBA's renowned team marketing and business operations function, where he advised NBA, WNBA, and NBA Development League teams on all aspects of business operations.

Granger and his family are active in a wide range of charitable organizations in the Detroit community, including Make-a-Wish Michigan, Salvation Army, the Henry Ford Museum, and City Year Detroit, where Granger proudly serves on the board.

He received his bachelor's degree from Cornell University and his Master of Business Administration from Yale. He was named Sacramento Business Person of the Year in 2017 and was a 2010 *Sports Business Journal* Forty Under 40 award winner.



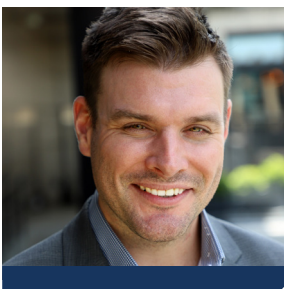
GREG O'DELL
PRESIDENT, VENUE
MANAGEMENT

Greg recently joined OVG in the role of President, Venue Management. Greg is a renowned leader, who has immeasurably impacted the economic and social health of the communities (and venues) he has served for decades.

Greg joins OVG from Events DC, the official convention and sports authority for the District of Columbia, where he was CEO from October 2009 through 2022. His 25 years of leadership includes extensive experience in the development and management of a diverse portfolio of venues – from the 2.3 million-square-foot Washington Convention Center to the Washington Nationals’ 41,000-seat, major league baseball stadium

Greg has also served as CEO and GM of the Washington Convention Center Authority, where he was responsible for the operations of the 2.3-million-square-foot convention center, an award-winning facility that sees approximately 1 million visitors each year and has generated almost \$5 billion in direct delegate spending since opening in 2003. He was also responsible for the Authority’s development efforts, having led negotiations with the selected private developer and provided oversight throughout the project lifecycle of a \$520 million public-private partnership for the 1,175-room, 37-suite Marriott Marquis Washington, DC hotel.

Before joining the Washington Convention Center Authority, Greg was the president and chief executive officer of the D.C. Sports and Entertainment Commission, where he led the project team that completed the \$611 million, 41,546-seat and Silver LEED-certified Nationals Park. During his tenure at the Commission, Greg was also responsible for the operations and maintenance of the RFK stadium and campus, inclusive of hosting various events including Major League Baseball and Major League Soccer play, marketing and sales activities, and the contract and services management related to the hosting of events at RFK. Before heading up the Commission, he was the chief development officer for the Government of the District of Columbia, where he was responsible for stimulating and promoting economic development within the District.



MATT LASHOFF
DIRECTOR, BUSINESS
DEVELOPMENT

Matt Lashoff is OVG360’s 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 OVG360, Matt 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. Matt’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, Matt also was responsible for running a music production company in charge of booking and music publishing for artists and songwriters.

In addition to Matt’s current role with OVG360, 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.



JOYCE LEVESTON

**SENIOR VICE PRESIDENT,
CONVENTION CENTERS**

As SVP, Convention Centers, Joyce optimizes day-to-day operations, and spearheads strategic initiatives and resources across all OVG360-managed convention centers. She oversees a team of regional vice presidents and marketing executives that support our convention center portfolio.

Joyce has spent her entire career seamlessly running major convention centers across the nation. With more than 30 years of experience, Joyce has operated venues and produced client experiences from the San Diego Convention Center in San Diego, CA; Miami Beach Convention Center in Miami Beach, FL; GRB Convention Center in Houston Texas; Walter E. Washington Convention Center in Washington DC to her most recent tenure at the Massachusetts Convention Center Authority, where she served as

General Manager for both The Hynes Memorial Convention Center and Boston Convention & Exhibition Center. During her many years of service, Joyce has hosted the NFL SuperBowl, MLB and NBA All-Star weekends, the Republican National Convention, Presidential Inaugural Balls, the Whitehouse State of Women Conference, and 57 Heads of State at the Nuclear Security Summit for President Obama. Her keen attention to detail, along-side her expansive client relationships, have made her a force in the industry. Joyce is probably best known for seeking out top industry talent while developing exceptional future leaders.

Joyce holds industry memberships with PCMA, IAEE, ASAE, and AIPC, and she currently serves on the committee for diversity and inclusion for IAVM. Joyce earned her Certified Meeting Professional (CMP) credential in 1997, her Certification in Meeting Management (CMM) in 2015, and her Certified Venue Professional (CVP) designation in 2018. Joyce received her bachelor's degree in communications from University of California San Diego.



CARRIE JACKSON

**DISTRICT GENERAL
MANAGER, CONVENTION
CENTERS**

Carrie Jackson, with over 30 years of experience in the event industry, is a District General Manager for OVG360 and the Assistant General Manager at the Iowa Events Center. Her responsibilities include oversight of the Waterloo Convention Center and day-to-day operations of the Convention Center at the Iowa Events Center. Prior to joining the company, Carrie spent 17 years with the Marriott Hotels & Resorts, in various capacities, including Director of Sales and Director of Event Management & Operations.

She is a current member of IAVM, MPI, and serves on the Iowa Events Center's Diversity and Inclusion Committee. Carrie is also responsible for maintaining the OVG360 national sales database, which includes important information on all aspects of convention center data. The database includes OVG's GPS (Global Prospecting System). She provides training for Sales Directors on solicitation, lead sharing and database coordination.

**SHURA GARNETT****SVP, CONVENTION CENTERS**

Shura Garnett is Senior Vice President of Convention Centers for OVG 360. Prior to her role with OVG, Garnett served as Senior Vice President of Convention Centers for Spectra Venue Management and Food Services & Hospitality (since acquired by OVG). Her responsibilities included oversight of all of the company's Convention Centers and the development and implementation of national sales initiatives for all convention centers. With over 30 years of industry experience, Shura 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 Vice President of Visitor Development for the Midland Chamber of Commerce.

She has held Board positions for both Trade Show Executives Exposition Forecasting and the Center for Exhibition Industry Research Foundation. Formerly, Shura was on the Board of Directors for the St. Charles Chamber of Commerce, and she was 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, IAVM, and MPI. She is the recipient of the 2008 St. Charles Zonta Yellow Rose Award, the 2008 recipient of *VenuesNow* "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 two years in a row.

**BRENDON WAGNER****GENERAL MANAGER,
WATERLOO CONVENTION
CENTER**

Brendon Wagner is General Manager of the Waterloo Convention Center for OVG360. Prior to this role, he served as Director of Events at the OVG360-managed Owensboro Convention Center & Sportscenter. Prior to his tenure with OVG360, Brendon served as the Director of Event Management for Explore St. Louis, overseeing all event activity in the America's Center convention center and Edward Jones Dome; and he spent over 6 years as Director of Operations at the RiverCenter/Adler Theatre in Davenport, IA.

His duties include advising the City of Waterloo on the transformation of the Waterloo Convention Center into a modern, fully functional convention center, administering the management agreement with the City on behalf of OVG360, financial management, and overall operation of the Waterloo Convention Center. Locally, he serves on the Board of Main Street Waterloo, contributing to the further development of Downtown Waterloo. He is a member of IAVM and IASE; serving on the IAVM Industry Affairs Committee. To help develop future industry leaders, he also serves as a mentor to Missouri State University Entertainment Management students and serves on the Entertainment Management Advisory Committee.

Brendon has a Bachelor's in Entertainment Management from Missouri State University, an MBA from Webster University, and an Executive Master of Sport Business from Temple University.



MARISSA DIONNE
VP, MARKETING

Marissa Dionne is a 20-plus-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. As Vice President of Marketing for OVG360 and the Arena Alliance, Marissa supports and coaches the onsite staff at all venues. Additionally, she oversees branding and marketing efforts for OVG360 facilities.

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, Marissa 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.



**BLAIR KAHORA
CARDINAL**

VP, CORPORATE
COMMUNICATIONS

Blair Kahora Cardinal leads the company's communications strategies on traditional and digital media platforms. She drives OVG360's business objectives through media relations, digital storytelling, social media engagement, and brand management for external and internal audiences.

Blair works closely with field marketing and leadership teams to identify opportunities and to develop inclusive campaigns that showcase each venue's breadth of expertise and exciting content. She also provides communications counsel and support to manage crisis situations.

Prior to working at OVG360, Blair was Assistant Vice President and Director of Media Relations at Buchanan Public Relations, a boutique agency where she specialized in business-to-business communications for blue-chip professional services clients.

Blair holds a Bachelor of Arts from the University of Delaware and an MBA in Strategic Management and Marketing from Villanova University in Villanova, PA.



MICHAEL AHEARN
SVP, OPERATIONS

Michael Ahearn uses his vast domestic and international venue management experience to elevate OVG's facility operations throughout North America. In his position, he oversees Facility Operations Departments at all OVG-managed facilities. He also heads up OVG's Facility Consulting Division, which offers stand-alone venue planning, operations, and procurement services.

Michael has held key positions at venues around the world, including Event Manager for the Sheffield Arena in England; Box Office Manager at the Spectrum in Philadelphia, PA; and Sport Complex Director at the Jacksonville Sport & Entertainment Complex in Jacksonville, FL.

Michael holds a bachelor's degree from Widener University in Chester, PA.



KRISTEN FULMER
SR. DIRECTOR,
SUSTAINABILITY

Kristen Fulmer brings more than 10 years' experience working in sustainability strategy for corporations and building portfolios to OVG. She is committed to maximizing performance and promoting occupant health and wellbeing within the built environment. She believes that the built environment can influence the mental and physical experience of humans at any scale and exemplifies the powerful influence of placemaking, equitable access to support systems, and building a sense of community. Her professional passion is climate justice, which she continually works to integrate into her work.

After founding Recipric, a front office sustainability agency, Kristen joined Oak View Group to lead the organization's sustainability strategy and to build and grow GOAL, an industry-wide program. She builds programs that focus on meeting clients where they are along their sustainability journey and supporting them through OVG's immense network of experts and partners.

Kristen received her Bachelor's Degree in Public & Urban Affairs with a minor in Environmental Affairs, Residential Property Management from Virginia Tech University. She received her Master's Degree, Science of Architecture in Sustainable Design from The University of Texas at Austin.



NALANA HINDS
SVP & CORPORATE
CONTROLLER

Nalana Hinds oversees the financial accounting and reporting functions of our extensive client base. She also oversees treasury management, capital management, accounts payable and accounts receivable.

With over 20 years of experience, Nalana brings a hands-on approach to all aspects of accounting, financial reporting, financial planning and analysis, and system implementations. Prior to OVG, Nalana was with Macada Properties, LLC, where she was previously the Controller and Senior Accounting Executive.

Nalana received her bachelor's and MBA from Philadelphia University.



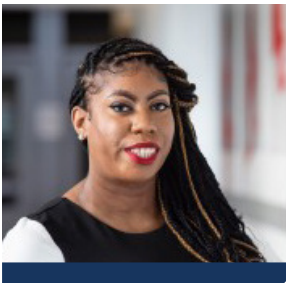
NICOLE ORLOSKY

VP HUMAN RESOURCES

Nicole Orlosky, SHRM-CP, MS-HRM is Vice President of HR for OVG360. Nicole has worked in Human Resources since 2001, including holding roles at several well-known organizations such as Amazon, Sur La Table, and CertainTeed. Most of her career has been spent in the venue management and hospitality industries working for Spectra (now OVG) and Aramark.

In her current role, Nicole is responsible for providing the Oak View Group human resources strategy and oversight to OVG360 by delivering effective workforce planning, positive employee relations, and training employees to successfully navigate their most critical challenges today, with and through the human resources team. Nicole brings a collaborative approach to creating strategies to attract, retain, and motivate teams through a positive employee experience.

Nicole won the 2014 Delaware Valley HR Person of the Year award for an in-house designed leadership development program at Spectra (now OVG360). Nicole is a lifelong learner, and is a certified professional from the Society of HR Management, a Korn Ferry Certified 360° Leadership Styles Coach, a Hay Group Job Evaluator, and she has completed Temple University's Women's Leadership Series, Temple University's Human Capital Analytics program, and the Executive Online program at Columbia Business School in Building and Leading Effective Teams. Nicole has her bachelor's degree in Psychology from the University of Maine with a concentration in Women's Studies. She also has her Master's Degree in HR Management from West Chester University.



DEBONAIR OATES-PRIMUS

VP OF DIVERSITY, EQUITY & INCLUSION

Debonair Oates-Primus, Ph.D., oversees DE&I-related strategies, partnerships, programs, and initiatives for OVG. In her role, Debonair recruits and empowers diverse talent, applying that talent on a global basis.

With over 12 years of experience in higher education, Debonair brings to the company her expertise in anti-bias training, culturally responsive curriculum development, and hiring. In addition, she has provided DE&I strategic planning to many universities, colleges, and organizations as a consultant.

Prior to joining OVG, Debonair was at the Community College of Philadelphia, where served as the DE&I Lead, Coordinator of the Diversity Certificate Program, Coordinator of the Black Studies Program, and Coordinator of the Diversity Fellowship Program.

Debonair earned a Ph.D. in Literature and Criticism with a concentration in critical race theory and intersectional feminism from Indiana University of Pennsylvania, a master's in Master of Arts in Writing Studies from Saint Joseph's University, and a bachelor's degree in English from West Chester University.

GENERAL MANAGER CANDIDATE

We're pleased to present Ali Brackett as our General Manager candidate for the GRC. Her below resume demonstrates her expertise in facility operations, which is driven by her 20 years of experience.

ALI BRACKETT

Venue Management Professional

Highly accomplished management professional with a broad based background in event planning, staff oversight, and driving cost savings initiatives. Capable of managing annual operations financial plans including operating and capital expenses. Possesses demonstrated experience directing multi day events with up to 2,200 people, catering for arena events, high end galas for 1,500 people with action stations and choreographed dinner service, as well as small intimate multi-course affairs. Customer-focused leader with consultative style, keen client assessment aptitude, and strong presentation and negotiation skills. Strong ability to acquire, retain, and expand client relationships. Adaptable team player quickly establishes rapport and cultivates relationships with clients and team members. Articulate professional with superior interpersonal, verbal, and written communication skills. Recognized for a strong work ethic, integrity, and a high degree of personal initiative.

CONTACT



515-418-2601



ali.brackett@oakviewgroup.com



linkedin.com/in/ali-brackett-1a48971/

EDUCATION

Bachelor of Arts, Journalism & Mass Communications
DRAKE UNIVERSITY

Festival Management Certification
UNIVERSITY OF MINNESOTA

Kulture City Training for Sensory Inclusive Venues

SKILLS

- Food & Beverage Events
- Customer Service
- Sales & Marketing
- Problem Resolution
- Scheduling
- Event Management
- Menu Development
- Forecasting & Budgets
- Policies & Procedures
- MS Office
- EBMS

WORK EXPERIENCE

OVG360, Iowa Events Center, Des Moines, IA

Assistant General Manager & Director of Catering | 2015 – Present

Employ focus, attention to detail, and reliability to oversee all pertinent aspects of food and beverage functions. Support daily operations by employing exemplary interpersonal communication skills to ensure high expectations are met.

- Directly oversee 15 managers and supervisors and part time staff of 45.
- Ensure all staff abide by department policies and handbook expectations.
- Follow up on and resolve all HR issues within the department.
- Review all banquet event orders for additional sales opportunities, streamline products, reduce inventory, and drive the success of the staff.
- Manage payroll and hourly staff time and attendance.

Director of Catering | 2012 – 2015

Supported the creation of schedules for hourly staff members to manage budgeted labor percentages. Capitalized on strong interpersonal communication skills to relay daily duties and ensure top performance by staff.

- Recruited and hired part time and management staff.
- Created employee retention programs including an 'Employee of the Month' recognition program and customer service program.
- Guided the Catering Sales Team that produced \$7M in sales and operated in 350+ events per annum.
- Sold \$1.5M in food and beverage for various events held by the organization.

Catering Sales Manager | 2011 – 2012

Partnered up with clients and the Executive Chef for the development of menus. Proactively communicated with clients to achieve event objectives by balancing budget guidelines, and the operational needs of the food and beverage team including Catering Managers, Concessions Manager, Beverage Manager, and the Culinary Team.

- Coordinated successful catering events with the aid of the operational staff; event coordination included menu development, tasting, the creation of the event schedule, invoicing, and event recaps.

PROFESSIONAL AFFILIATIONS

Iowa Culinary Institute Advisory Board
Member (2018 – 2022)

Iowa Restaurant Association Foundation
Board Member (2021-Present)

Iowa Restaurant Association 40 Women to
Watch in the Hospitality Industry (2020)

Iowa Events Center Diversity and Inclusion
Committee Member

Catering Sales Mgr./Hospitality Coordinator – IA Speedway | 2009 – 2011

Assisted all hospitality clients, including sponsors, race teams, suite clients, and media. Actively upsold products to current clients in addition to selling the venue, food, and beverage to prospective clients. Planned and designed catering menus. Generated all banquet event orders and client invoices for internal and external purposes.

- Composed new policies and procedures to maintain the highest quality products while maintaining a standard of excellence.

OVG360 – Sioux Falls Convention Center, Sioux Falls, SD

Director of Sales & Marketing | 2007 – 2009

Managed booking calendar to maximize revenues. Spearheaded all marketing initiatives, including the facility website, media relations, branding, and grass roots efforts. Merged the collective talents of sales, catering sales, and marketing managers to obtain company objectives and goals. Oversaw the weekly forecasting of revenue. Generated the annual report, as well as the sales and marketing plan. Executed sales blitz to introduce sales staff to past, present, and future clients of the convention center. Facilitated the creation and management of the annual operating budget.

Sales Manager – Iowa Events Center | 2005 – 2007

The Iowa Events Center is the largest convention facility in the state that includes Hy-Vee Hall, Community Choice Convention Center, and Wells Fargo Arena.

Liaised between Sales, Marketing, and Event departments to ensure customer satisfaction and seamless transition for clients. Researched potential events to pinpoint new clients. Performed site tours to evaluate space needs and negotiated contracts. Documented all daily sales activities, including cold calls, proposals, email correspondence, contracts, and site visits.

- Enhanced company brand by attending industry tradeshows to increase brand awareness among potential clients.
- Worked in conjunction with Convention & Visitors Bureau on bookings and tours.

HOYT SHERMAN PLACE, Des Moines, IA

Marketing & Events Coordinator | 2002 – 2005

Instituted all key functions during special events, including budget control measures and marketing tactics. Managed all facility events, including contacting customers, scheduling, contracts, insurance needs, food and beverage coordination, and invoicing and settlement. Strategically sold theater and meeting space to potential clients. Supervised box office operations and ticket sales. Collaborated with local, regional, and national promoters to deliver diverse programming to the Greater Des Moines community.

HIGH PROFILE EVENTS

Fox News Debate

NCAA Wrestling Tournament Championship

NCAA Basketball Tournament – First and Second Round

Iowa Caucus

Presidential Visits, including President Trump's Victory Tour

NASCAR Nationwide Series

National Conventions – P.E.O. International and Lion's Club International

4.C. DIVERSITY PLAN

OVG believes in the power of a diverse community and the value in appreciating the lived experiences of everyone at all levels of the company no matter their race, gender identity, sexual orientation, religion, nationality, socioeconomic status, mental ability, or physical ability. We believe that actionable, long-lasting change is driven by intentional practices, which is why our focus is on building a diverse workforce, cultivating an inclusive workplace, and enhancing our marketplace so that it delivers culturally relevant products and services.

WORKFORCE

OVG Hospitality places a great emphasis on the diversity of our workplaces. For OVG, this practice starts at our corporate office, with our Talent Acquisition department, which implements policies and procedures, networks with appropriate organizations, and provides our on-site teams with necessary resources and contacts.

We are committed to implementing programs that address systemic inequities and provide the support and tools necessary to create an equitable environment for all. We do so by providing ongoing support for the community through recruiting, training, and placement assistance as well as career enhancement and development opportunities to the underrepresented and disadvantaged populations. Such efforts will ultimately strengthen the communities in which we operate.

We actively seek out and engage local recruitment organizations and outreach associations whose goals align with ours in extending employment opportunities to the underserved and disadvantaged members of the communities in which we operate. To facilitate achievement of diversity hiring goals, OVG implements job notification and referral procedures, including:

- Online posting of job announcements on our hiring website to invite local residents to apply for positions
- Distribution of notifications of employment opportunities to community organizations
- Participation in local job fairs to recruit residents for open and upcoming positions (or hosting a job fair if demand is sufficient)
- Compilation of job applications received from local residents and diverse applicants in a database that will be made available to OVG staff, subcontractors, vendors and service contractors to facilitate potential matching with job openings

BUILDING A DIVERSE PIPELINE

OVG is proud of our HBCU initiative, the goal of which is to increase the number of diverse applicants through all facets of OVG. We partner with historically Black colleges and universities in our respective regions to expose students to our industry and to provide them with experiential opportunities.

APPROACH FOR THE GRAND RIVER CENTER

For the GRC, we look forward to working closely with the Minority Business Council, Iowa Community College, the Collective Small Business Alliance, the Iowa Business Council, the Tri-State Black Business Expo, the University of Dubuque, Clark University, and Loras College to support the development and implementation of our plan, including hosting and participating at local hiring fairs.

WORKPLACE

OVG Hospitality recognizes that hiring is only one aspect of developing and maintaining an inclusive workplace. We place great emphasis on training and mentoring employees for future management positions. Building a diverse and inclusive company begins by fostering a culture that embraces and celebrates our team members' differences. At OVG, this culture is driven by our **Diversity, Equity, and Inclusion (DE&I) Council**. With dedicated corporate leadership, this Council extends throughout our operations through a regional "champion" structure. This ensures the council's efforts and initiatives remain relevant to our operation and are adopted and embraced across the organization.

What We Stand for Matters...

We know that to continue positively disrupting the sports and live entertainment industry, we need to hold ourselves accountable and reimagine our workforce, workplace, and marketplace so that it better reflects the communities we serve. While we are physically apart, we are not alone.

TOGETHER, WE ACHIEVE.

EMPLOYEE RESOURCE GROUPS

Governed by our Diversity, Equity & Inclusion Council, we have resource groups available to our employees. An **employee resource group**, or ERG, is a voluntary, employee-led group that consists of individuals in the company joining together based on common interests, backgrounds, or demographic factors. It is a forum to meet like-minded people, raise awareness on key issues, and share our culture and values. ERGs create communities in the workplace based on shared characteristics or life experiences. They focus on building community, providing support, and contributing to personal and professional development. These groups often work together to move us forward as an organization to constantly strive to be better.



Our newest ERG focuses on the unique needs of Black employees in the workforce including, employees, interns, vendors, and the communities we serve.



An inclusive community that seeks to increase LGBTQ+ cultural awareness through mentorship, inclusion dialogues, and allyship education.



An organization dedicated to providing the company's Hispanic and Latin employee community and allies with strategic partnerships, mentorship, and cross collaborations.



Our oldest, and most established ERG, OWN is dedicated to the development, advancement, and support of women at OVG. They provide forums and networking opportunities, share best practices and much more!

OVG'S LIMITLESS DE&I CONVERSATIONS

OVG continues to build upon conversations about diversity, equity, and inclusion taking place throughout our community and as well as nationally by offering culturally-relevant, participatory, and action-oriented sessions and content.

From our ERG-led programs, to our community conversation series, to ERG-led book clubs, to our must-read DE&I newsletters that celebrate every cultural heritage month, our ERG's continually provide compelling content for our team members.



MARKETPLACE

OVG ensures that opportunities to conduct business with our managed properties are available to small and disadvantaged businesses in our communities (Disadvantaged Business Enterprises or “DBEs”). We conduct in-depth research to determine the availability of local resources that help us connect to small businesses, including those owned and operated by women, minorities, the disabled, and veterans.

LOCAL ECONOMIC INCLUSION POLICY

We are committed to the goal of enhancing economic opportunities for minority-owned, women-owned, and other disadvantaged business enterprises throughout the operations of our venues. We have a company-wide commitment to diversity and inclusion, and as such, we establish and implement economic inclusion plans in each market where we operate. We adopt policies of enhanced economic opportunity with respect to our own contracting and purchasing, and we seek to convince all of our contractors, subcontractors, and vendors to abide by the spirit and intent of the policy. We are committed to a comprehensive program inclusion and development

GOAL-SETTING PROCESS

The old adage, “what gets measured gets done,” certainly applies to supplier diversity and utilization. The centerpiece of our business contracting initiatives are the goal-setting process. Our approach is to develop an annual procurement forecast by commodities/services, and to develop specific goals for all procurement categories that align with our clients’ goals.

INCORPORATING GOALS INTO PERFORMANCE EVALUATIONS

The companion to goal-setting is accountability. We will incorporate the commodity/service-specific goals into the performance evaluations of our buyers, commodity managers, and key decision makers.

BUYER AND KEY MANAGER TRAINING

It is essential that all buyers and senior managers be trained on the importance of utilization and strategies for maximizing participation. We conduct briefings for all senior leaders to share the goals and objectives of our contracting initiatives and the role that they must play to ensure success. We also conduct more in-depth training sessions for facilities’ employees with purchasing responsibilities to ensure that they understand the program, their role in making the program successful, and how to use the tools that support the program.

COMPREHENSIVE OUTREACH PROGRAM

OVG develops an “insider’s” understanding of small and emerging businesses our markets. As a result, our outreach program will speak to the unique needs of our DBEs. Our outreach program will center on the following target groups:

- Influencers
- Stakeholders
- Beneficiaries

Each of these groups has a vested interest in the community, with particular interest in the success of DBE participation in our operated venues.

DIVERSITY IN ACTION

Locally in Waterloo, our team was thrilled to celebrate Executive Chef Lumarie Rodriguez-Soto's recognition as one of the Iowa Restaurant Association's 40 Women to Watch in the hospitality industry.



4.D. INCLUSION OF GRC STAFFING

As demonstrated in our organizational chart, we are proposing director level positions across each key department for the GRC. These individuals will be thoroughly familiar with the management and operation of the facilities and associated issues and processes, and they could capably serve in an interim capacity as the manager of the GRC. Additionally, our corporate leadership, including regional oversight and support personnel, would provide resources to the operation during any sudden loss in managerial services.

4.E. FINANCIAL STATEMENTS

In a separately enclosed flash drive, we have provided audited and certified financial statements for OVG360's last three years of operation. Please note that these documents are **confidential** and have been marked as such.

4.F. FACILITY MANAGEMENT EXPERIENCE

OVG360 proudly manages 59 convention centers. At the end of this Section, we have provided a comprehensive list of these venues. Throughout this Response, we have provided details of our success on behalf of our clients in venues most similar to the Grand River Center.

4.F.1. QUANTIFIABLE SUCCESS

In *Section 5.A. Comparable Facilities*, we have provided specific, quantifiable measures of success at other facilities managed by OVG360, including Waterloo Convention Center at Sullivan Brothers Plaza in Waterloo, IA; St. Charles Convention Center in St. Charles, MO; Terre Haute Convention Center in Terre Haute, IN; Durham Convention Center in Durham, NC; and Overland Park Convention Center in Overland Park, KS.

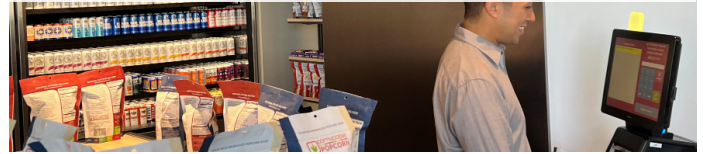
4.F.2. EXPERTISE GAINED FROM PAST MANAGEMENT

As a leader in venue management with decades of operating experience, OVG360 brings immense expertise to the City of Dubuque as it pertains to the operation of the Grand River Center. Key areas of expertise that we will bring to the operation include the following:

- **Operating a convention center in a post-Covid world:** Throughout the Covid-19 pandemic, our organization worked diligently with clients to continue operations in a safe way and with limited resources. We creatively developed community-driven events and worked to integrate technology into events that allowed for virtual participation. These tactics remain useful and effective in continued operations, even without restrictions in place.
- **Sustainability:** OVG is a leader in public assembly facility sustainability. Later in this Response, we have provided information on our organization's approach to sustainability, which we would employ at the Grand River Center. Sustainable operations are an important aspect to operating venues in a cost-effective and community-focused manner.
- **Security:** OVG360 emphasizes the security of our venues and the safety and well-being of our patrons. Later in this Response, we have highlighted our approach to security as well as the experience brought forth by OVG entity Prevent Advisors, which recently attained SAFETY Act designation from the U.S. Department of Homeland Security.

- **Hospitality Advancements:** OVG Hospitality is a leader in in-venue food and beverage technology. We are leading the way in developing automated markets featuring self-ordering and self-checkout capabilities. As your hospitality provider, we will work to identify areas for improvement in the Grand River Center's food and beverage operation, including targeting areas for capital improvement and locations to incorporate automated technology, such as self-checkout markets, which will resonate with event planners and patrons.
- **Focusing on Multi-Year Deals with Tenants:** On behalf of our convention center clients, we always strive to secure multi-year deals with venue users. This helps to secure guaranteed revenue and allows us to build upon and expand the relationship over time.

At the Moody Center in Austin, TX, Toshiba self-checkout kiosks increase per caps while reducing dependency on part-time labor. In fact, though utilizing only approximately two-thirds the employee population of a non-technology-driven venue, the Moody Center boasts an average basket size of 2.6 items, compared to an average of 1.5 items at other OVG venues.



4.G. OUR EXPERIENCE WITH PUBLIC ENTITIES

OVG360 provides comprehensive management services to more than 230 facilities, including 59 convention centers, with the majority of our clients being public entities (cities, counties, states, etc.). Later in this Response in *Section 5.A. Comparable Facilities*, we have provided information detailing our success on behalf of public entities similar to Dubuque with facilities comparable to the Grand River Center.

4.H. GENERAL INFORMATION

- **Corporate headquarters:** OVG360 is headquartered at 150 Rouse Blvd., Philadelphia, PA 19112.
- **Age of the firm:** OVG was created in 2015 to positively disrupt the sports and entertainment industry, leaving the industry better and stronger than where we found it. In early 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. In November 2021, OVG completed its acquisition of Spectra (including the company's Venue Management, Food Services & Hospitality, and Partnerships divisions), which brought more than 20 years of proven operating history to the organization. This acquisition effectively blended the two most entrepreneurial and innovative companies in the sports, entertainment, and hospitality industry to redefine facility management and venue services.
- **Information on the firm/firm history:** Information on OVG360 and our history has been provided earlier in this Response in *Section 4. Profile of Firm*.
- **Annual revenues and number of employees:** As requested, audited financial statements have been provided as part of this Response. Across our OVG360 venue management operations, we employ more than 2,900 full-time and 28,000 part-time employees.
- **Area of Expertise and Experience as it relates to the RFP and success in performing similar operations management services:** As demonstrated throughout this Response, OVG360 provides similar management services to more than 230 facilities, including 59 convention centers. Later in this Response in *Section 5.A. Comparable Facilities*, we have provided detailed examples of our success in providing these services on behalf of clients similar to the City of Dubuque.

- **Office locations where supervision of management will be performed:** OVG360's corporate office is based in Philadelphia, PA, and Oak View Group's corporate office is based in Los Angeles, CA. Support personnel at both locations will provide resources to our operation in Dubuque. Additionally, through our regional support system, the account will be overseen by District General Manager Carrie Jackson (based in Des Moines, IA) with support from Brendon Wagner, OVG360 General Manager at the Waterloo Convention Center at Sullivan Brothers Plaza in Waterloo, IA.

4.I. FINANCIAL SUPPORT

As demonstrated by our audited financial statements provided as part of this Response as well as our deep client portfolio, OVG has the capacity to enter into and to provide the services at the level anticipated in this RFP, or higher. There is nothing to disclose at the time of submission regarding any action with respect to a contemplated sale, act of receivership or reorganization of the proposer or any subsidiary that is, or has previously been, engaged in delivery of the services contemplated in this RFP.

4.J. GRC INTEGRATION

OVG360 presently has the capacity to undertake the operations management services as requested by the RFP. We have a strong track record of transitioning similar account operations into our organization. As highlighted throughout this Response, we also have a strong corporate and regional team, including several operations in Iowa, to support the initial onboarding as well as the ongoing operation of the Grand River Center.

4.K. LABOR LAWS

OVG360 acknowledges that it is our responsibility to ensure adherence to all applicable local, state and federal wage and labor laws and employment eligibility requirements.



CONVENTION & CONFERENCE CENTERS

CITY	VENUE	SQ. FT. EXHIBIT SPACE
Atlantic City, NJ	Atlantic City Convention Center	627,000
Bangor, ME	Cross Insurance Center	25,427
Beaumont, TX	Ford Exhibit Hall at Ford Park Entertainment Complex	48,000
Charleston, WV	Charleston Coliseum & Convention Center	283,000
Chicago, IL	Navy Pier	250,000
Cincinnati, OH	Duke Energy Convention Center	700,000
Cleveland, OH	I-X Center	861,000
Clovis, NM	Clovis Civic Center	30,000
Corpus Christi, TX	American Bank Center Convention Center	138,000
Dallas, TX	Automobile Building at Dallas Fair Park	84,000
Dallas, TX	Centennial Hall at Dallas Fair Park	90,000
Dallas, TX	Creative Arts Building at Dallas Fair Park	17,000
Dallas, TX	Embarcadero at Dallas Fair Park	27,000
Dallas, TX	Food & Fiber Building at Dallas Fair Park	25,000
Dallas, TX	Grand Place at Dallas Fair Park	50,000
Dallas, TX	Kay Bailey Hutchison Convention Center Dallas	1,000,000
Dallas, TX	Tower Building & Rotunda at Dallas Fair Park	40,000
Dallas, TX	Women's Building at Dallas Fair Park	70,000
Des Moines, IA	Community Choice Credit Union Convention Center at Iowa Events Center	223,875
Des Moines, IA	Hy-Vee Hall at Iowa Events Center	223,098
Durham, NC	Durham Convention Center	33,250
Enid, OK	Stride Bank Center	13,220
Everett, WA	Edward D. Hansen Conference Center at Angel of the Winds Arena	13,700
Fayetteville, NC	Crown Expo Center & Ballroom at Crown Complex	69,200
Fort Smith, AR	Fort Smith Convention Center	116,800
Fredericksburg, VA	Fredericksburg Expo and Conference Center	120,000
Grand Forks, ND	Alerus Center	160,000
Grand Junction, CO	Grand Junction Convention Center	23,000
Greenville, SC	Greenville Convention Center	300,000
Hamilton, ON, Canada	FirstOntario Centre Exhibition Centre	117,000
Hartford, CT	XL Center Exhibition Hall	68,800
Indiana, PA	Kovalchick Complex, Indiana University of Pennsylvania	23,000
Jackson, MS	Jackson Convention Complex	330,000
Kerrville, TX	Hill Country Youth Event Center and Outdoor Arena	78,000
Lexington, KY	Central Bank Center	200,000
Loveland, CO	First National Bank Exhibition Building at The Ranch Events Complex	36,000
Lynnwood, WA	Lynnwood Convention Center	34,000
Miami Beach, FL	Miami Beach Convention Center	750,000
Moon, PA	UPMC Event Center Meeting Space, Robert Morris University	5,000
Nampa, ID	Nampa Civic Center	28,000
Nanaimo, BC, Canada	Vancouver Island Conference Centre	38,000
Overland Park, KS	Overland Park Convention Center	100,000
Owensboro, KY	Owensboro Convention Center	60,000
Penticton, BC, Canada	Penticton Trade & Convention Centre at SOEC Complex	60,000
Provo, UT	Utah Valley Convention Center	47,000
Pueblo, CO	Pueblo Convention Center	22,000
Richmond, VA	Greater Richmond Convention Center	288,550
Robstown, TX	Exhibition Center at Richard M. Borchard Regional Fairgrounds	178,077
Salina, KS	Heritage Hall at Tony's Pizza Events Center	17,368
Santa Clara, CA	Santa Clara Convention Center	302,000
Savannah, GA	Savannah Civic Center	22,600
Shawnee, OK	Heart of Oklahoma Exposition Center	152,400
Stateline, NV	Tahoe South Events Center Conference Center	30,000
St. Charles, MO	Saint Charles Convention Center	66,000
Tallahassee, FL	Donald L. Tucker Civic Center, Florida State University	51,000
Terre Haute, IN	Terre Haute Convention Center	41,824
Topeka, KS	Exhibition Hall at Stormont Vail Events Center	74,500
Waterloo, IA	Five Sullivan Brothers Convention Center	40,000
West Palm Beach, FL	Palm Beach County Convention Center	148,000

TOTAL CONVENTION & CONFERENCE CENTERS: 59

TOTAL SQ. FT. EXHIBIT SPACE: 9,070,689

Grand River Center Conference and Education Center Operations Management Services RFP

5. CURRENT AND FORMER MANAGEMENT CONTRACTS

5.A. COMP. FACILITIES

WATERLOO CONVENTION CENTER AT SULLIVAN BROTHERS PLAZA

200 W 4TH ST, WATERLOO, IA 50701

- **Facility Overview:** 100,000 sq. ft. convention center with 40,000 sq. ft. of meeting/event space
- **OVG360 Scope:** Comprehensive management and food and beverage services
- **Quantifiable measures of success:**
 - Despite the many challenges faced as the COVID-19 pandemic continued to evolve, construction delays, supply chain constraints, inflation, and labor availability, the Waterloo Convention Center staff pulled together to successfully meet our bottom line financial results promised to the City of Waterloo for each year of our operation.
 - Our sales team worked to secure long-term commitments for many clients, with highlights including annual contracts through 2026 for the Iowa Operators of Machines & Amusements State Dart Tournament and State Pool Tournament and annual contracts through 2028 for the Eastern Iowa Home Show. In total, our team secured 11 multi-year agreements that extend to 2023 and beyond.
- **Dates of management:** 2020 - Present
- **Contract Administrator:** Mayor Quentin Hart, 319-291-4301, mayor@waterloo-ia.org, 715 Mulberry St, Waterloo, IA 50703

ST. CHARLES CONVENTION CENTER, 1 CONVENTION CENTER PLAZA, ST CHARLES, MO 63303

- **Facility Overview:** 154,000 sq. ft. facility with 83,000 sq. ft. of flex space
- **OVG360 Scope:** Comprehensive management and food and beverage services

- **Quantifiable measures of success:** Regularly meet budget, saving our client more than \$4M over our tenure; our F&B program has exceeded top-line revenue of \$4M in top years; drove stronger per-event revenue through a more convention-focused event mix
- **Dates of management:** 2003 - Present
- **Contract Administrator:** Dan Krankeola, Director of Tourism, Greater Saint Charles Convention & Visitors Bureau/City of St. Charles, 636-946-7776, DKrankeola@discoverstcharles.com, 230 S. Main Street, St. Charles, MO 63301

OVERLAND PARK CONVENTION CENTER

**6000 COLLEGE BLVD, OVERLAND PARK,
KS 66211**

- **Facility Overview:** 240,000 sq. ft. convention center with 98,500 sq. ft. of usable space
- **OVG360 Scope:** Comprehensive management services
- **Quantifiable measures of success:**
 - In 2022 & 2020, the venue was named Best Small Convention Center in North America by *EXHIBITOR Magazine*
 - In 2021, the venue was Named Best Customer Service in North America by *EXHIBITOR Magazine*
 - In 2020, OPCC became the second convention center in the world to achieve GBAC Accreditation
 - In 2018, OPCC was selected as one of two pilot venues for the Exhibitions & Meetings Safety & Security Initiative (EMSSI) which was developed in conjunction with Department of Homeland Security
- **Dates of management:** 2000 - Present
- **Contract Administrator:** Kate Gunja, Assistant City Manager, City of Overland Park, 913.895.6110, kate.gunja@opkansas.org, 8500 Santa Fe Drive, Overland Park, KS 66212

TERRE HAUTE CONVENTION CENTER

800 WABASH AVE, TERRE HAUTE, IN 4780

- **Facility Overview:** 43,000 sq. ft. convention center with 22,000 sq. ft. of meeting/event space
- **OVG360 Scope:** Comprehensive management and food and beverage services
- **Quantifiable measures of success:** OVG360 provided pre-opening services and oversaw the grand opening of the venue in April 2022. In this short time period, we already project our first 9 months of operation to produce \$700K of gross revenue in nine months. In just over seven months of operation, we have held 97 events, and will end the year with an estimated 120 events.
- **Dates of management:** 2020 - Present
- **Contract Administrator:** Jon Marvel, CIB President, 812-208-0622, jrmarvel841@gmail.com, 605 S. First St., Terre Haute, IN 47807

DURHAM CONVENTION CENTER

301 W MORGAN ST, DURHAM, NC 27701

- **Facility Overview:** 45,000 sq. ft. convention center with 35,000 sq. ft. of meeting/event space
- **OVG360 Scope:** Comprehensive management and food and beverage services
- **Quantifiable measures of success:**
 - When OVG360 assumed management from a hotelier, the city was funding a \$1.4M loss per year. In our first year of operation, our team reduced their subsidy by 75%. After six years the venue was operationally in the black and profitable.
 - In total, our successful operations have saved venue ownership \$12.5M over the last 11 years (including the three years affected by Covid).
- **Dates of management:** 2011 - Present
- **Contract Administrator:** Jina Probst, Director, General Services Department, 919-560-4197, jina.propst@durhamnc.gov, 101 City Hall Plaza, Durham, NC 27701

5.B. FORMER FACILITIES

In the past 10 years, relevant facilities (convention centers) for which our management contract was not renewed for reasons other than loss in a competitive process include the following:

- Berglund Center, Roanoke, VA - At the end of our contract term, the client chose to operate the venue on an in-house basis
- Roswell Convention Center, Roswell, NM - During the Covid-19 pandemic, our organizations mutually agreed to terminate this agreement as the use of the facility changed
- Wichita Falls Multipurpose Events Center, Wichita Falls, TX - At the end of our contract term, the client chose to operate the venue on an in-house basis
- Conference & Event Center Niagara Falls - Niagara Falls, NY - At the end of our contract term, the client chose to operate the venue on an in-house basis

5.C.-5.D. CONTRACTS NOT RENEWED

Since we began doing business, we have never had a management contract terminated for cause. We have had some contracts that were discontinued for reasons unrelated to our performance. Below and on the following page are examples from the past five (5) years outlining occasions where a contract has not been renewed when renewing was an option. Note that through 2021, all former clients were that of Spectra Venue Management (acquired by OVG Facilities in 2021).

2018

- **Muskogee Civic Center, Muskogee, OK**
Reason for Contract Loss: Mutually agreed upon transition to in-house management
Contact: Mike Miller, City Manager, P.O. Box 1927, Muskogee, OK 74402, P: 918-684-6201 | citymanager@muskogeeonline.com

- **Lowell Memorial Auditorium, Lowell, MA**
Reason for Contract Loss: Lost competitive bid.
Contact: Eileen Donoghue, City Manager, 375 Merrimack St., Lowell, MA, 01852, P: 978-674-4400 | edonoghue@lowellma.gov
- **Berglund Center, Roanoke, VA**
Reason for Contract Loss: Client took services in-house
Contact: Sherman Stovall, Assistant City Manager for Operations, 215 Church Ave., Roanoke, VA 24011, P: 540-853-2333 | sherman.stovall@roanokeva.gov

2019

- **Sandy Springs Performing Arts Center, Sandy Springs, GA**
Reason for Contract Loss: Mutually agreed upon transition to in-house management
Contact: Jim Tolbert, Asst. City Manager, 1 Galambos Way, Sandy Springs, GA 30328, P: 770-730-5600 | Jtolbert@sandyspringsga.gov
- **Las Cruces Convention Center, Las Cruces, NM**
Reason for Contract Loss: Lost competitive bid.
Contact: Jennifer Bales, Exec. Director, Las Cruces CVB, 336 S. Main St., Las Cruces, NM 88001, P: 575-541-2444 | jrbales@las-cruces.org
- **The Railyard, Lincoln, NE**
Reason for Contract Loss: Mutually agreed upon transition to in-house management
Contact: Brea Kniss, Assoc. Counsel, WRK Partners, 440 N 8th Street, Suite 140, Lincoln, NE 68508, P: 402-477-6767 | brea@wrkllc.com

2020

- **Alaska Airlines Center, Anchorage, AK**
Reason for Contract Loss: Mutually agreed upon termination of contract
Contact: Monica Kane, Interim Dir. of Bus. Services, 3211 Providence Drive, Anchorage, AK 99515 | mekane@alaska.edu | 907-786-1030

- **Du Arena & Du Forum, Abu Dhabi, UAE**
Reason for Contract Loss: Due to a change of use in the facilities, our management contract was not renewed at the end of its term.
Contact: Alexis Dijksterhuis, VP, Strat. Planning & New Bus, Flash Entertainment, Khalifa Park, Abu Dhabi, UAE | +971 02 5098009 | Alexis@thinkflash.ae

2021

- **Roswell Convention Center, Roswell, NM**
Reason for Contract Loss: Mutually agreed upon termination of contract
Contact: Joe Need, City Manager, City of Roswell, 575-637-6269
- **Wichita Falls MPEC, Wichita Falls, TX**
Reason for Contract Loss: Client took the operation in-house
Contact: Blake Jurecek, Asst. City Manager, 1300 7th Street, PO Box 1431, Wichita Falls, TX 76307; P: 940.761.7404; Blake.Jurecek@wichitafallstx.gov
- **Abbotsford Centre, Abbotsford, BC**
Reason for Contract Loss: NHL Canucks organization assumed management upon our contract expiration as part of their agreement with the City to bring their AHL team to the venue.
Contact: Scott Hill, Manager, Rec Svcs.; 2499 McMillan Road, Abbotsford, BC V3G 1C4; P: 604-557-4401; shill@abbotsford.ca
- **Conf. & Event Centre Niagara Falls/Old Falls Street, Niagara Falls, NY**
Reason for Contract Loss: Client took management in-house
Contact: Anthony Vilardo, President, USA Niagara Corp., 222 1st St #7, Niagara Falls, NY 14303; P: 716-284-2556; anthony.vilardo@ess.ny.gov

6.MANAGEMENT PLAN

6.A. MANAGEMENT PLAN

6.A.1. MANAGEMENT PHILOSOPHY

The OVG360 venue management philosophy is simple: our mission is to work as an agent for the City of Dubuque to execute your goals and objectives as they pertain to the Grand River Center. We will act as your partner but manage your venue as if it were our own. Our management approach has been described in detail throughout this Section.

6.A.2. MANAGEMENT STRUCTURE

6.A.2.A. EMPLOYEE/EMPLOYER RELATIONSHIPS

OVG360's human resources team has an unwavering focus on hiring, nurturing, and retaining the industry's best employees for the venues we manage around the world. We work to create a diverse environment that's free from discrimination and harassment — an environment that fully reflects the rich individuality of the local communities we serve. OVG360's human resources team is responsible for the development and administration of human resources policies and programs throughout our organization. This includes employee benefits, compensation, employee relations, training and development, and labor relations.

We designate and train a staff member at each venue we manage to serve as that location's HR point person, coordinating personnel record-keeping, and administering employee benefits, policies, and programs. In venues with large employee populations, we have an on-site HR manager to address day-to-day issues. Later in this section, we have provided a proposed organizational chart for the Grand River Center.

6.A.2.B. REPORTING INTO CORPORATE OFFICES/CITY

OVG360 has a regional support system. Our on-site management team in Dubuque will report into Carrie Jackson, District General Manager based in Des Moines, IA, who reports into SVP Convention Centers, Joyce Leveston. Joyce is based in our corporate office in Philadelphia and interfaces with other corporate departments to secure the necessary resources and support for our on-site operations. Biographies on our regional and corporate support personnel have been provided earlier in this Response in *Section 4.B. Key Personnel*.

6.A.2.C-6.A.2.D. INTERACTING WITH AND REPORTING TO THE CITY

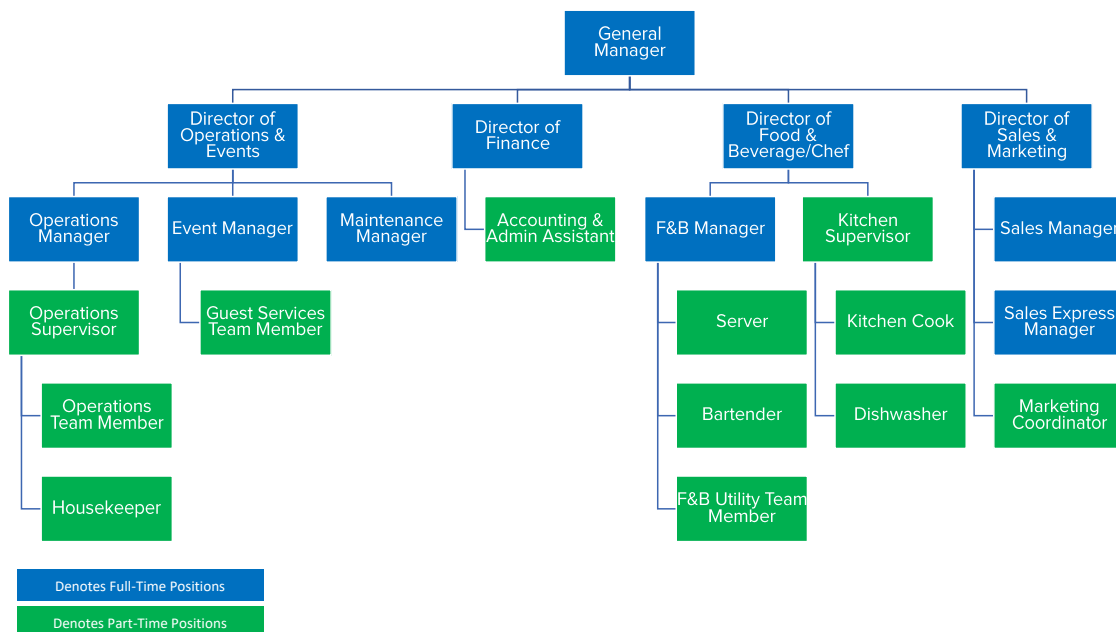
Effective and timely communication with the Client cannot be overstated, and our General Manager will take the lead to ensure OVG360 is meeting the requirements of the City of Dubuque or its designated managing authority. While the reporting function is subject to continuous improvement, we recommend the following as a starting point for further discussion:

- Written Weekly Reports/Updates to the Contract Administrator
 - Includes Executive Summary of notable activity
 - Sales Bookings
 - Customer Correspondence
 - Press Articles
 - Relevant Industry Related Articles
- Written Monthly Reports/Updates
 - Sales Bookings and Sales Activity
 - Events On-the-Books (by year)
 - Press Articles
 - PR Activity
 - Website Summary
 - Critical Issues
 - Financial Performance

- Communication Issues
- Quality Issues
- Department Recaps
- Turnover
- Successes
- Survey results
- Customer Comments
- Written Annual Reports/Updates
 - Messages from the General Manager, Mayor, Contract Administrator
 - Summary of prior year’s accomplishments
- Venue Overview
- Staffing
- Customer Service
- Partners
- Financial Performance
- Market Segment Summary
- Community Involvement
- Client Testimonials
- Signature Events
- Future Outlook

6.A.3.-4. ORGANIZATIONAL CHARTS

Below, we have provided our proposed organizational chart for the Grand River Center.



6.A.5. RESUMES

Bios of key personnel have been provided earlier in this Response in *Section 4.B. Key Personnel*.

6.A.6. TRANSITING EMPLOYEES TO OVG360

As described later in this Response in *Section 6.D. Transition Plan*, OVG360 always looks to maximize our engagement with current employees working at facilities where we're transitioning to our management services (provided such personnel are mutually satisfactory to the parties), and we look forward to doing so at the GRC. When a potential client has concerns about staff transition, we work to find the best solution that works for them and their employees. In some instances, this has included having existing employees remain on the city's payroll and benefits with all new employees hired in as OVG360 employees. High-level summaries of our experience and success in transitioning venues to our management, including how we address potential challenges and our history of welcoming employees to our organization, are highlighted on the following page.

CHARLESTON, WV (SEPT. 2020) AND FORT SMITH, AR (JAN. 2021)

At the time of contract, our clients in Charleston, WV and Fort Smith, AR desired that all current employees remain on city payroll/benefit plans. In both instances, we were able to do so, with all new hires being employed by OVG360. Regardless of payroll/benefits enrollment, all employees at these accounts report to OVG360.

AMERICAN BANK CENTER, CORPUS CHRISTI, TX (JULY 2022)

In early Q2 of 2022 the City of Corpus Christi made the decision to transition management of American Bank Center from ASM Global to OVG for venue management, hospitality, and partnership services effective July 1, 2022. Upon this announcement, several members of OVG's leadership team were in market to discuss the entire transition process with FT and PT staff and to provide them comfort regarding the impending process. OVG's strategic approach to management of this complex included restructuring a few departments and hiring new roles while supporting all of the current staff, all of whom were retained. After a proactive onboarding of several hundred FT and PT staff, all employees were fully transitioned onto OVG's payroll and had benefits on day one of management

6.B.MARKETING PLAN

6.B.1. MARKETING APPROACH

CORPORATE SUPPORT AND SERVICES

OVG360 provides an unmatched level of sales and marketing support, thanks to ongoing dialogue, idea sharing, and information exchange among our corporate marketing executives, regional marketing directors, regional interactive marketing directors, and on-site marketing directors.

Our teams of marketing professionals stay on top of the latest marketing trends, build strategic relationships with key industry and local organizations, and share best practices and resources. We also provide a variety of sales and marketing services that include:

- In-house advertising
- Event marketing and promotional services
- Design ideas and support of venue marketing collateral
- Event marketing calls (launch of new tours, brainstorming, and idea sharing, etc.)
- Public, media, and community relations services
 - PR support through *VenuesNow* and *Pollstar*, spotlighting success stories, direct pitches to decision makers, employee highlights/awards, etc.
- Professional support for venue website design, development, maintenance, and search engine optimization
- Digital Advertising: social, digital display, geo-targeting, and retargeting
- Database marketing: drip campaigns, remarketing
- Graphic design services
- Corporate sponsorship sales
- Development of communications plan
- Event creation guidance
- Shared resources: Knowland

BRANDING

- **Short-Term Goal:** Meet with the City and Travel Dubuque to understand the brand positioning and strategy and how we can help energize and amplify the brand moving forward.
- **Long-Term Goal:** Continue to collaborate with the City and Travel Dubuque to provide consistent brand messaging to meeting planners.
- **Tactics:**
 - Identify content needs for the short- and long-term marketing and communications plan
 - Align with the core strategic partners of the City on the primary mission of the communications strategy and tactical efforts
 - Trade show presence (sponsor unique opportunities, create engaging activations, lead round tables, etc.)
 - Creative sales blitzes, targeting meeting planners and influencers
 - Direct mail campaigns
 - Charity initiatives
 - Host networking events and exclusive opportunities with key influencers in Dubuque to expand our connections and relationships

WEBSITE

Web-based marketing is the most cost-effective, targeted, flexible, and useful medium for growing all segments of a business. The most reliable websites are those that are simple, easily navigated, and informative for potential exhibitors, planners, and attendees.

- **Short-Term Goal:** Perform a content audit and analyze website data to increase SEO and generate revenue.
- **Long-Term Goal:** Drive bookings, increase revenue, and inform all audiences regarding the Grand River Center and Dubuque as a destination.
- **Strategy:** Provide educational information and engaging content to increase lead generation among meeting planners, increase revenue among exhibitors, and increase attendance at consumer shows.

• Tactics

- Enhance planner content to create increased productivity in the research stage of the lifecycle
- Update the exhibitor online ordering experience with services offered by GRC
- Provide direct links to social media outlets for continued communication and to maximize followers
- Offer advertising opportunities for clients, events, and local outlets
- Enhance the GRC perception and encourage new bookings through testimonials from customers
- Use video content to drive engagement, (e.g., time lapse of trade show move-ins, food preparation, and visual tastings) Continue providing meeting planners with communications, sales, and service tools to address their needs at all stages of the meeting planner experience
- Create optimal online experiences to increase the amount of highly-qualified meeting planner leads to allow for increased virtual and in-person sales opportunities
- Offer more robust and exact information desired by meeting planners in all stages of the lifecycle
- Enhance self-structured meeting planner knowledge base to create increased planner productivity in the “research” stage of the lifecycle
- Create a sales lead report utilizing Google Analytics
- Use tracking and analytics to further drive sales and lead to increased RFPs and bookings
- Partner with Destination Advantage and implement SwiftRFP system

SOCIAL MEDIA

As part of the overall content strategy, OVG360 will use social media platforms to promote GRC, Dubuque, and client events. Current platforms include Facebook, Twitter, LinkedIn and Instagram.

- **Short-Term Goal:** Evaluate current use of platforms and create a social media plan and content calendar to improve engagement amongst meeting planners and consumers.
- **Long-Term Goal:** Increase the relevance of GRC amongst target markets through engaging content and influencers that drive traffic to the GRC website, to create lead generation and to promote client events.
- **Strategy:** Provide educational information and resources via social channels in order to stay connected and top-of-mind with meeting planners and consumers.
- **Tactics**
 - Develop rich content tailored to meeting planners/show organizers, exhibitors, attendees, and the residents of Dubuque to drive site traffic and engagement
 - Actively engage with the online community, promote the facility, the events, and building projects, and become an influencer in the industry
 - Utilize the social platforms as a PR tactic and post across relevant social channels, including LinkedIn and Twitter
 - Begin to drive quality leads by targeting meeting and convention planners with relevant messaging and awareness advertisements on LinkedIn
 - Connect with Influencers to launch direct sponsored content on LinkedIn and promote the content to relevant individuals

ADVERTISING

OVG360 will look to develop a media plan that integrates a mix of digital and traditional advertising efforts to sell GRC and Dubuque.

- **Short-Term Goal:** Create a media strategy that helps to promote and sell Dubuque and GRC.
- **Long-Term Goal:** Drive traffic, using data-driven marketing, to the GRC website, generating leads, and promoting client events.
- **Strategy:** Develop compelling, organic, and authentic creative content that is unique to platforms; leverage multi-channel attribute tracking to target prospective planners.

• Digital Tactics

- Develop branded copy for search, display, and ad efforts across digital platforms.
- Leverage Google Ads, social media ads, and industry related outlets to capture meeting planners who are conducting research
- Target attendees of relevant industry trade shows through geofencing and mobile display ads
- Create digital campaigns that allow for increased trackability and ROI
- Align with partners to maximize resources and exposure
- Share media plans with the City and partners to amplify and activate GRC and destination messaging with complementary placements by partner organizations

• Traditional Tactics

- Leverage traditional advertising opportunities
- Leverage any co-ops through OVG360 corporate or the City to maximize resources and secure best pricing
- Work with partners to avoid duplication of efforts while remaining selective with traditional advertising mediums
- Collaborate with the City, Travel Dubuque, hotels, and other area partners to develop creative content that features GRC
- Share media plans with the City and area partners to amplify and activate GRC messaging with complementary placements by partner organizations

COMMUNICATIONS PLAN & PUBLIC RELATIONS

OVG360 always looks for opportunities to garner positive PR through facility news and events. Oversight by OVG360's corporate support team is ongoing with on-site crisis management available as-needed, along with access to a team of highly successful and capable marketers at their fingertips.

- **Short-Term Goal:** Launch a local campaign built around the GRC.
- **Long-Term Goal:** Increase the relevance of GRC and Dubuque amongst target

publications while developing a constant flow of positive news stories.

- **Strategy:** Generate a consistent stream of digital and print coverage within the local community, meetings, and conventions media space.
- **Tactics:**
 - Create an editorial calendar that supports key strategic messages for GRC including destination, venue upgrades, technology enhancements, green initiatives, staff updates, etc.
 - Ensure that press releases on the website are current and accurate
 - Develop advertorials upon request for key meetings' trade magazines, to be used to leverage additional publicity from advertising or accomplishments
 - Make personal pitches to local media for larger conventions due to economic impact
 - Create and maintain relationships with local and trade publications over social media
 - Evaluate efforts through a media monitoring service
 - Create an internal community involvement committee that identifies opportunities to give back to Dubuque
 - Host networking events and exclusive opportunities with key influencers in Dubuque to expand our connections and relationships

OVG360'S CONVENTION CENTER INDUSTRY NETWORK

OVG360 has proven itself as a leader in the convention and exhibition industry through our extensive employee network of industry professionals. Having access to these industry leaders allows for increased awareness and additional opportunities, ultimately creating a considerable marketing advantage.

LEADERSHIP

OVG360 encourages our employees to become extremely active with various industry associations, such as the International Association of Venue Managers (IAVM), the American Society of Association Executives (ASAE), the Professional Convention Management Association (PCMA), the International Association for Exhibitions and Events (IAEE), Meeting Professionals International (MPI), the Center for Exhibition Industry Research (CEIR), Exhibition Services and Contractors Association (ESCA), Trade Show Exhibitors Association (TSEA), the Convention Industry Council (CIC), and others.

Activity includes:

- Corporate leadership on association boards, committees, panels, and task forces
- Corporate support/sponsorship of events industry-wide functions
- Select participation in major and regional industry events
- Local staff speaking at/participating on panels and events

WORKING WITH LOCAL ENTITIES

Oak View Group places a strong emphasis on our collaboration with local and regional organizations, like the Dubuque Chamber of Commerce and Greater Dubuque Development Corporation. We also focus our efforts on working with the local arts, museums, and attractions as part of our overall marketing strategies for cross-collaboration on campaigns, creating exclusive experiences for their guests, stay-and-play packages, and overall branding. Our team 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.

Our goal is to create complementary experiences and events that would occur simultaneously, allowing guests to explore all of Eastern Iowa and gather to enjoy entertainment, shopping, and the food and beverage experience. Below is a short list of the partnerships we will create to expand our reach and engage new guests:

- Travel Dubuque
- Five Flags Center
- Q Casino
- Dubuque Main Street
- Dubuque Area Chamber of Commerce
- Greater Dubuque Development Corporation
- The National Mississippi River Museum and Aquarium
- The Field of Dreams Movie Site
- Grand Harbor Resort and Waterpark
- Dubuque Farmers' Market
- Dubuque Arboretum & Botanical Gardens
- Historic Millwork District
- 7 Hills Brewing Company

Additionally, we would align with area stakeholders like local entertainment destinations, breweries, and restaurants to create events and experiences that bring people to the area. The goal would be to get people to experience all that Dubuque has to offer, Stay & Play, and extend attendees' visit to Eastern Iowa. Working with area partners, we would create experiences and events that would occur simultaneously around Convention Center events, allowing guests to explore Eastern Iowa and enjoy live entertainment, consumer goods, and the ultimate food and beverage experience. Also, OVG360 would create a series of events to fill the dark days at the GRC. We have an array of expertise in producing self-promoted events to fill dark days. Examples of our self/co-promoted events are provided below:

- Iowa's Premier Beer, Wine & Food Expo – Iowa Event Center
- Sip & Shop Experience – Fredericksburg Expo Center
- Holiday Craft Show – Fredericksburg Expo Center
- Pet Palooza - Fredericksburg Expo Center
- FXBG Boat Show - Fredericksburg Expo
- Easter Bunny Brunch – Grand Junction Convention Center
- Sunset Terrance at the Avalon – The Avalon Theatre (featuring local bands weekly in the summers)
- Grand Junction Convention Center Holiday Craft Show – Grand Junction Convention Center
- Explore the Outdoors Expo – Grand Junction Convention Center
- Oktoberfest Amped – Amphitheater at Las Colonias Park
- Winter Bazaar – Kovalchick Complex
- Spring Market Place Fair – Kovalchick Complex
- Springtober Fest Fair – Kovalchick Complex
- Kraftucky Arts & Craft Expo – Owensboro Convention Center

On the following page, we have provided a letter of support from local entity Dubuque Fighting Saints.



November 14, 2022

To Whom It May Concern:

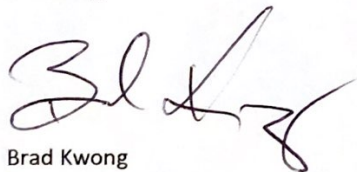
I am pleased to be writing in support of OVG360's proposal in response to the City of Dubuque's open request for proposal for the management and operations of the Grand River Conference and Education Center.

The Dubuque Fighting Saints have a great relationship with many of the OVG executives and further, Oak View Group Chairman, Peter Luukko, is a partner in our ownership group, Northern Lights Hockey, LLC. Knowing OVG360'S innovative aggressive and entrepreneurial approach to business and their already established connection to our community, we highly recommend working with OVG360. OVG is reshaping the hospitality and entertainment landscape and we are confident they will be a great partner for the City of Dubuque to further drive the much-needed economic impact to our community.

The Fighting Saints and OVG already have a strong collaborative connection and we feel that OVG managing the Grand River Convention Center would provide yet another positive touch point for our community.

I am happy to recommend OVG360 to any city, most importantly, to the City of Dubuque as it continues to strive to achieve the highest quality of standards and experience in all its venues.

Sincerely,



Brad Kwong
Managing Partner
Northern Lights Hockey

1800 Admiral Sheehy Dr. • Dubuque, IA 52001 • 563.583.6880 • DubuqueFightingSaints.com

6.B.2. RELATIONSHIP WITH PLANNERS

OVG360 takes pride in our partnerships with meeting planners and show organizers. With our reach and scope of experience, we have relationships with meeting planners at every level. From international to state and regional to local, our team cultivates and shares these relationships across all OVG360 channels. If chosen, these relationships would be open to GRC.

One way to connect our venues and relationships throughout the company is through our GPS (Global Prospecting System). Our GPS is a robust database warehouse that consolidates all meeting planners and their events in one centralized location showing real-time data. OVG360 has partnered with the industry leader, Ungerboeck Systems International, to create this database, which provides a uniform operating system amongst OVG360-managed venues.

- Allows for solicitation and lead sharing
- Allows for real-time financial history and meeting space needs
- Allows the executive team to see what clients are doing business across all OVG360 venues, thus establishing the value of the business and what that Client brings to OVG360
- Allows for executive dashboards utilizing KPIs to benchmark buildings against goals
- Allows the executive team to see real-time forecasted revenues versus actualized revenues by OVG360 venue on a monthly/yearly basis

UNGERBOECK EBMS

OVG360's convention center division exclusively uses Ungerboeck EBMS and has developed new innovative ways to utilize this software. By working with Ungerboeck leadership and their developers, we have shaped an OVG360 platform that supports our approach to sales and marketing. This CRM platform allows us to optimize the calendar, streamline our processes, and generate company-wide reports and data sharing. EBMS creates a single access point for staff. The system controls all operational aspects of the venues from sales prospecting through event booking, event planning, execution of the event, to final invoice. Each department will have access to the software and will utilize the system as its single source of data pertaining to events. Some important features of EBMS include:

- **CVB Access:** EBMS is a totally seamless, integrated software package designed to allow CVBs access to information, such as the booking calendar and the Customer Relationship Management (CRM) component, making it easy to share information.
- **Negotiated Bulk Pricing Discount:** OVG360's relationship and bulk purchasing of the software has allowed us to negotiate a discounted price for a premium booking system, making it very affordable to OVG360-managed venues.
- **APEX Commitment:** EBMS is a result of working with key software providers in the hospitality industry (building associations, general service contractors, CVBs, hotels) as part of the Events Industry Council's (EIC) Accepted Practices Exchange (APEX) program to make sure that all participating systems can talk to one another and can share event data seamlessly.
- **Historical Analysis:** The reporting mechanism within EBMS provides information in a uniform manner that will allow for benchmarking data. These reports allow us, as the operator, to view the operation in a data-driven manner and ensure we are running efficiently and effectively. Some of the most commonly utilized reports include:
 - Booking Pace – a benchmarking report necessary for successful yield management
 - Utilization – identifies user trends, peak and off-peak time frames used to create flexible pricing, and sales strategies

- Lead Sources – tracks origin of new and repeat business, allowing us to recognize what is effective and what should be modified
- Lost Business – shows the reason we lost a piece of business and the value of that piece of business (hotel rooms and revenue); essential to effective yield management
- Event Mix – analysis of event types using the venue, which helps in strategic booking efforts and aligns our focus as needed

OVG360 CORPORATE MARKETING & TRADE SHOW OPPORTUNITIES

GRC will be included in all of OVG360's efforts to bring meeting planners to our venues. The OVG360 National Marketing Plan ("NMP") is supported by our corporate office and driven by our Convention Center team. The NMP drives opportunities to enhance the presence of each venue through industry publications, our GPS database, and participation in some of the industry's top conventions and conferences. Current efforts include:

- Negotiate rates with industry publications and offer each convention center exposure in these publications at heavily discounted rates. Planned for the coming year are co-ops in publications such as *Trade Show Executive*, *EXPO Magazine*, *Small Market Meetings*, *Facilities & Destinations Magazine*, *Convene*, and more.
- Additionally, digital efforts are planned to help drive lead generation. Digital allows us to track ROI and gather data on current prospects.
- Create and distribute content to meeting planners and potential and existing clients of all OVG360-managed centers. These efforts help fill the funnel and drive traffic to our venues.
- Determine which national shows are beneficial to attend, and coordinate attendance and marketing at these shows. Participation in the current year includes IAEE's EXPO! EXPO!, IMEX Americas, SISO, and PCMA Convening Leaders Annual Meeting.
- Trade show Exposure, representation, and event leads from TEAMS Expo. Recently our convention center team met with and cultivated 50+ leads from TEAMS that were shared with all OVG360 venues.

6.B.3 OUR APPROACH TO EVENTS

DEVELOPING OUR GRC MARKETING APPROACH

Serving as a vital economic generator for the region, OVG360's approach will be to strike a balance and work to create an event mix for GRC that maximizes revenue while focusing on providing attendees with a unique experience. By striking this balance, OVG360 will provide world-class service that will be unique to the GRC.

Once the event mix has been identified, the approach to balancing the calendar of events for a facility like the GRC that can accommodate so many event types is to **work with local community stakeholders and suppliers to develop target lists and key account strategies that clearly and firmly outline the value proposition for why the best host facility for them to partner with is GRC**. Once the sales effort has converted the booking, in order to maximize length of stay/visit, OVG360 will focus on:

- Generating awareness of the events and demographics of attendees to GRC
- Generating awareness of upcoming events to the Dubuque community through communication, social media, and public relations
- Generating sponsorship and revenue opportunities wherever possible
- Providing and measuring OVG360 quality products and services and customer service to ensure meeting planners, event attendees, and media have positive experiences

Our sales focus will be to work closely with the City of Dubuque and Travel Dubuque to book new business not currently coming to the Grand River Center and to maintain relationships with current clients. This will be accomplished not only through our aggressive pursuit of new events, but also through establishing strategic work groups with our partners to qualify the right business, establish superior customer service, and provide exceptional guest experiences.

Our staff will integrate our OVG360 sales and marketing efforts with those of the GRC—prospecting, issuing proposals, and closing on first-priority business, which we define as conventions, conferences, and trade shows (guest room-night-generating business). The GRC and the OVG360 events sales teams will work as one to develop leads that will have a significant impact on the hotel community. Conventions and trade shows are our first priority, and our strategy will leverage the strength of the Dubuque market and the unique attributes of GRC to book the right pieces of business at the right time in order to maximize the economic benefits of overnight visitation.

While opportunities to book business of this size may occur at any time, the sales process usually precedes the event by one to four years. On an ongoing basis, we will work with the City to target and secure “high impact” business for the GRC and area hotels, and this partnership will bring a tremendous benefit to the community.

SALES STAFF DEPLOYMENT

To ensure we are maximizing relationships and resulting sales within key segments, OVG360's sales force will be aligned with the City and Travel Dubuque and their sales staff's market segments. We will also place a strong emphasis on marketing, branding, and reach within the department.

SALES AND MARKETING ACTIVITIES

OVG360 is prepared to develop a comprehensive plan to drive business to the City of Dubuque. We will work to collaborate with partners of the GRC to maximize activations and to expand efforts on a regional, state, and national basis to include sales blitzes, customer engagement opportunities, and campaigns.

GRC MARKET POSITION

Calendar years 2020 and 2021 have been unprecedented years for the convention, meetings, and events industry. The impact of 2020 will be felt for years to come, as this disruption has allowed for convention centers to reposition how they are viewed by meeting planners and event organizers. Destinations face perception issues, and GRC and Dubuque are not immune to negative perceptions.

As part of our customized and fully integrated GRC sales and marketing approach, we will focus on the ability to drive attendance, regional accessibility, and the overall destination experience to take advantage of and capitalize on shifting marketplace perceptions. Our goal is to build a collaborative, targeted client acquisition strategy focused on clients who have previously said “No.”

FOCUS GROUPS

We believe that there is a wealth of underutilized resources for GRC within the Dubuque area. As your manager, with our many years of experience working with area planners, we will arrange priority focus groups within key market segments, beginning with the largest association and corporate markets.

Conducting professionally-organized focus groups with existing customers will jump start the process of identifying areas of concern and opportunities for future success. Strategies of these focus groups will be as follows:

- 1) Target established OVG360 contacts who represent groups that comprise ideal business for the GRC.
- 2) Establish mission and agenda for this group to provide input toward establishing future best practices for the GRC.
- 3) Based on results, address any areas of opportunity or concern and follow up with group main contacts.

EVENT MIX

The GRC serves as a major economic engine for the City of Dubuque. We define the event mix into the following categories:

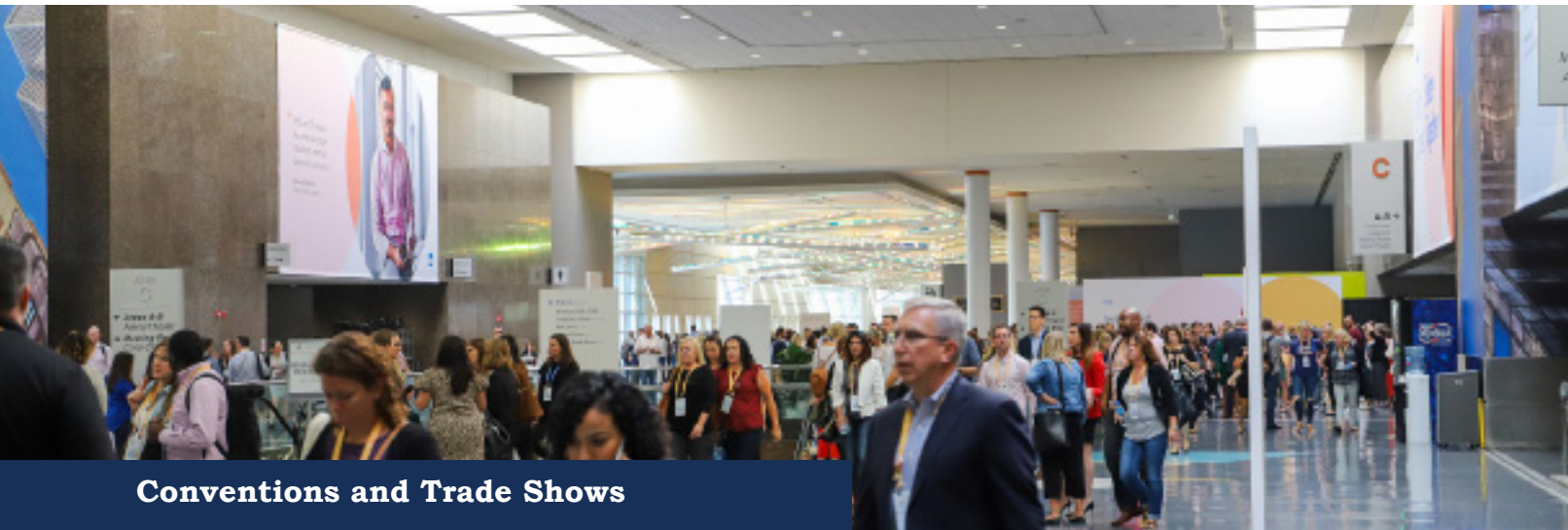
- Conventions
- Sporting Events
- Special Events
- Trade shows
- Consumer Shows
- Banquets
- Meetings

Profitability and economic impact for the City will be greatest with larger, multi-day convention bookings. They tend to work for the GRC to book these several years in advance of arrival because the selection process is complicated, and many factors beyond price are critical to the decision.

TRACKING SALES ACTIVITY TO THE DESIRED EVENT MIX

Sales activity will be documented through a variety of standard measurement systems. Our plan includes developing accounts that focus on the 18-month booking window, while supporting the efforts of the GRC to secure accounts outside the 18-month booking window.

The DOS will have a standing daily meeting (Daily Business Review), during which sales reps will review their potential sales accounts and decisions are made based on yield management strategies. Each piece of business is evaluated by the team, and decisions are made based on value, appropriateness, and long-range impact, among other factors. All actions are tracked through EBMS, which results in a qualitative and quantitative review of “look back” and “look forward” activities for insights on our decision-making processes.



Conventions and Trade Shows

OVERVIEW

Target markets for conventions are National, Regional, and State Associations. The objective is to host the organization's annual or premier convention. Association markets' annual conventions typically book beyond the 18-month booking window and can book as far as five (5) or more years into the future, depending on size. The strategy for GRC will be to book larger association business further out to build a strong base of business occupying dates on the calendar. For-profit trade shows are typically hosted over a shorter duration of days and are mid-week in nature, allowing them to fit well into the overall yield strategy. Trade shows typically book 18-36 months out. These events offer a significant economic impact for the Dubuque region, room nights for hotels, revenue for GRC including through audio visual, internet (WiFi), and catering. SMERF (Social, Military, Educational, Religious and Fraternal) business will be a focus as well to book these organizations for off peak time.

Immediate Goals

- Audit Booking Calendar to identify space and date opportunities
- Partner with hotels and Travel Dubuque, build a collective client target list to fill open dates
- Target consumer events
- Partner with food and beverage provider to drive premium catered events into available dates
- Integrate sales and marketing messaging
- Use data analytics as part of the group retargeting strategy
- Review the profitability of each annual convention and trade show to determine the best fit

Extended Goals

- Partner with local hotels and Travel Dubuque to drive city-wide impact
- Build target list of accounts in collaboration with Travel Dubuque
- Target premier Conventions, Meetings and Trade shows
- Maintain and confirm a defined number of annual long-term bookings of conventions and trade shows

STRATEGIES & TACTICS

- Identify “right fit” conventions and trade shows that can be accommodated in a hotel package
- Work closely with Travel Dubuque to promote and expand our relationships with annual users and assist with all contractual needs
- Maintain relationships for endorsements, testimonials, and promotional opportunities
- Drive attendance through website, social media, and sponsorship opportunities
- Travel to industry trade shows to promote the GRC
- Use Knowland's digital platform Reader Board Services to prospect for groups meeting this profile currently meeting in our competitive set
- Complete event research through industry organizations, publications, and databases
- Host familiarization tours (FAM) for potential clients to showcase the GRC, our hotels, attractions, dining, and unique shopping opportunities
- Host exclusive, tailored site visits for high targeted pieces of business
- Work with stakeholders and partners of Travel Dubuque by participating in sales missions
- Direct sales calls on regional and state associations as well as a focus on the Social, Military, Educational, Religious, Agricultural, Fraternal, Automotive, and Tech convention and meeting segments
- Tap into our Chamber of Commerce relationships around the U.S. to sell Dubuque and the GRC
- Incentivize existing conventions to place the GRC in the rotation pattern and encourage multi-year contracts through freezing rates and offering preferred dates
- In collaboration with the City and Travel Dubuque, identify and attend trade shows such as IMEX, IAEE, ASAE, ISAE, SISO, Helms Briscoe, and Cvent, with a particular focus on state chapters
- Participate in industry meetings such as MPI, the Heartland chapter of MPI, ASAE, and the Heartland chapter of PCMA, cultivate relationships, host events, and build awareness of the GRC as an affordable and easy place to do business
- Work with the in-house food team to create a “room service” type menu for delivery of fresh items to show exhibitors
- Work with the in-house food team provider to create a variety of custom menu items, allowing our planners a greater choice in menu planning



Meetings

OVERVIEW

Meetings can be local, regional, national, or international, and they tend to be booked with shorter lead times than conventions and trade shows. They sometimes require the same type/size spaces as SMERF events, but typically require less, making them great filler business.

In addition, meetings require very high quality food and beverage services, sophisticated audio-visual services, and high-quality hotel rooms. The corporate meetings market is extremely strong across the country, and the Dubuque region offers a significant number of opportunities to expand the current meetings market base of business. Corporate meetings typically book inside 14 months.

EVENT & ATTENDEE PROFILE

- More focused on the educational value of event
- May not have large exhibit hall needs, but more breakouts are necessary
- Maintain a balanced program across meeting space, typically with significant food and beverage, audio-visual, and internet needs
- Offers a requirement for certification purposes for attendees
- May be a mix of attendees flying in versus driving in
- Good short-term bookings from corporate, Dubuque-based businesses
- Fewer room nights required

Immediate Goal

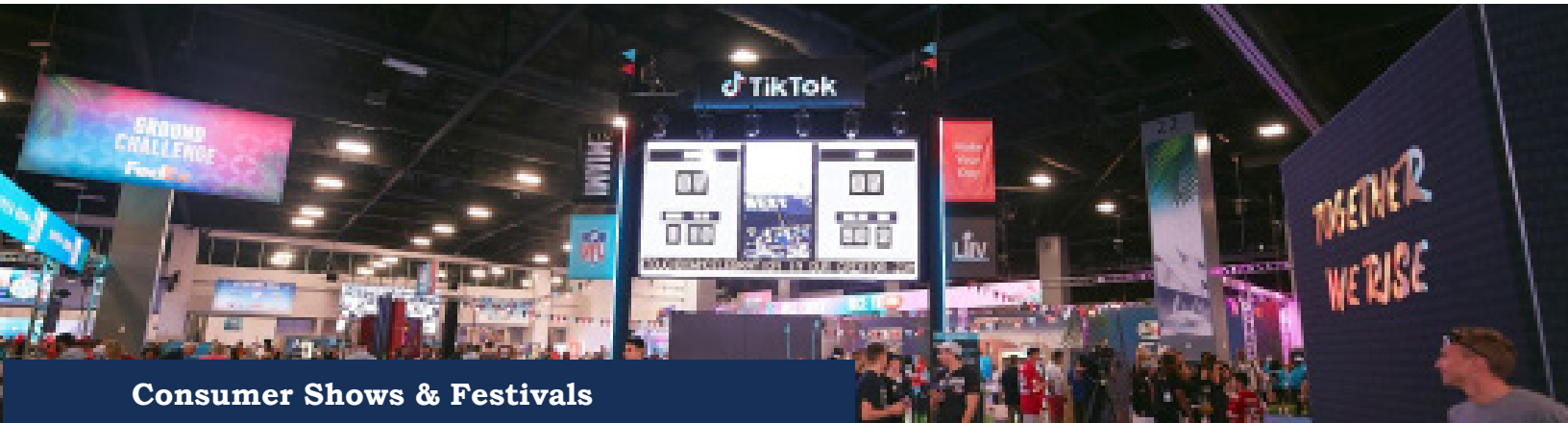
- Identify businesses already doing business in the area

Extended Goal

- Fill space in the GRC with meetings that typically book inside a 18-month window and layer multiple meetings into the GRC as space and demand allows

STRATEGIES & TACTICS

- Focus on corporations that conduct meetings to further their business goals
- Develop and maintain strong local presence at MPI and PCMA chapter events to meet planners
- Establish a strong local presence at networking events
- Gather referrals from existing clients
- Use customer events to introduce our product to new clients
- Establish strong, positive business relationships within the corporate community
- Identify local corporations that potentially have the most positive impact on our short-term business
- Partner with hotels to use National Sales Office (NSO's) contacts to drive business into hotels
- Attend Iowa Society of Association Executives events



Consumer Shows & Festivals

OVERVIEW

Consumer trade show organizers who own regional trade shows, such as Marketplace Events, support an effective yield management strategy and the ability to drive revenue and activity to the GRC in-between conventions and trade shows. **These ticketed events, which can yield high attendance, are one of the most under-producing markets for GRC. OVG360, having had great success in other markets, will identify key targets and is the best management firm to deliver bookings in this area of opportunity.** Typically, these groups book inside of 18 months and work on a flexible schedule, often helping to boost occupancy and attendance when otherwise vacant. Typically contracted 12-18 months out, this business brings much needed event activity to the venue and can provide significant incremental revenue to the Center. Consumer shows are required to be booked inside of 0-18 months and should be a secondary target behind conventions and trade shows.

- The GRC will capitalize on license fee, service, and concession revenue.
- Depending on the show, there is a measurable economic impact for the city and the surrounding businesses. There is also a high economic impact for Dubuque-area businesses participating as vendors, through the flow through of selling products and services to area consumers
 - Potential for attendee/visitor hotel room usage
 - Some consumer trade shows have capability to attract a high number of out-of-town exhibitors/vendors, which utilize rooms, dining, and entertainment options
 - Draw into downtown Dubuque from attendees outside the City, typically flowing into area businesses and restaurants before and after the show.

Immediate Goal

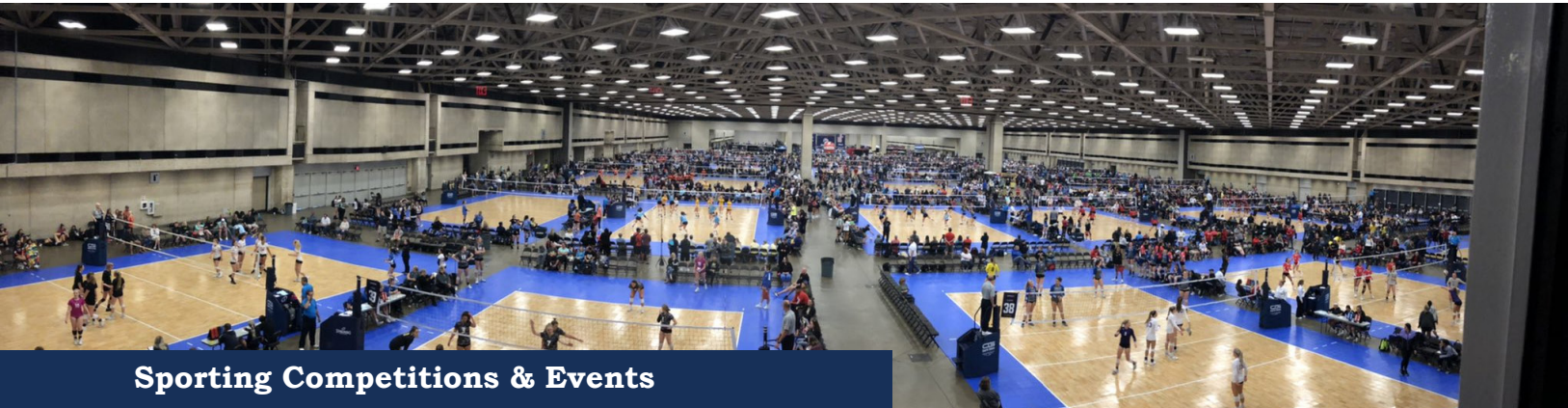
- Review profitability of current consumer shows and determine the ideal fit

Extended Goal

- Identify any calendar gaps or layering for new show development while focusing attention on renewal and protection of current, strong shows

STRATEGIES & TACTICS

- Strengthen relationships and create a deeper understanding of consumer show producer/promoter variables influencing date flexibility related to their show.
- Work with the sales staff at the GRC to efficiently maximize space by booking “right fit” shows
- Evaluate standard operating procedures for move-in and move-out days in an effort to maximize event scheduling
- Utilize OVG360's GPS database and relationships to add shows
- Increase emphasis of in-house ad program to generate additional revenue for show organizers and the GRC



Sporting Competitions & Events

OVERVIEW

Sports event organizers who produce National, Regional, and State Competitions, such as the National Collegiate Athletic Association (NCAA), Amateur Athletic Union (AAU), and Varsity Events, have business models that rely on large, high-volume team engagement, and tournaments that can support an effective yield management strategy by adding revenue and activity to the GRC in-between conventions and trade shows.

Sporting competitions and events are typically contracted 18 to 24 months out. This business brings much needed event activity to the campus and can provide significant incremental revenue to the GRC. Sporting Events & Competitions should be a secondary target behind conventions and trade shows.

- GRC will capitalize on license fee, staging rental, service, and concession revenue.
- Depending on the show, there is a high economic impact for Dubuque-area businesses.
 - Potential for participant/team hotel rooms
 - Sporting events may draw a high number of out-of-town teams, which utilize rooms, dining and entertainment options

Immediate Goal

- Review profitability of current sporting events and determine the ideal fit

Extended Goal

- Renew current shows with strong performance
- Identify calendar gaps for new sporting event development

STRATEGIES & TACTICS

- Evaluate existing operating procedures for Sporting Events currently utilizing the GRC to streamline move-in/move-outs or add event days to maximize event scheduling and revenue potential
- Target available dates at GRC to add Sporting Events and Competitions working around Priority 1 events
- Utilize OVG360's GPS database and relationships to add Sporting Competitions & Events
- Work with Travel Dubuque to strengthen Dubuque's position for high profile sports competitions
- Utilize relationship with Sports Events Tourism Association (Sports ETA)
- Develop relationships and creative direct sales initiatives with Varsity Spirit, Groove Dance, Spotlight Dance, Association of Dance Competitions & Conventions (The ADCC), and other cheer and dance organizations
- Attend and exhibit at Sports Travel's TEAMS Conference and Expo
- Target wrestling, dance, and gymnastics tournaments, and non-traditional sports markets, such as billiards, pickleball, esports, juggling, dodge ball, rock climbing, and darts



Galas: Social, Corporate, and Non-Profit

TARGET AUDIENCE

The Ballroom will be a focus for engaging both the non-profit and corporate community to host these events and increase the Ballroom's occupancy.

SOCIAL EVENTS PROFILE

- Typically single-day events
- Positive public relations and communications from high-end society events and exposure can lead to additional events and bookings
- Can be used to fill in between larger, multi-day conventions
- Can provide significant food and beverage revenue

Immediate Goal

- Develop a target and action list of galas that currently exist in the market; identify potential

Extended Goal

- Increase capitalization of short-term business with a focus on banquets, social events, and subsequently the occupancy of the Ballroom

STRATEGIES & TACTICS

- Maintain relationships with current clients and target new galas in the local/regional market that are looking to increase attendance.
- Use local publications and other local lists and galas to identify galas not currently using GRC
- Develop a competitive bid package
- Use Knowland Digital Reader board services to identify events occurring over available dates
- Develop relationship with local, civic, non-profit, and corporate event organizers

6.C. OPERATIONS PLAN

6.C.1. POLICIES & PROPOSED METHODS

We recognize the significant responsibility we have to protect and maintain the assets that our clients have spent millions of dollars to develop. We understand that each venue we manage must meet its operational life expectancy — and, equally important, that we must keep a watchful eye on operating expenses, as well as the building's bottom-line performance.

That's why we approach every venue we manage as if it were our own, focusing not on short-term profits but on long-term fiscal stability and performance. It's why our partnership with an existing venue begins with an exhaustive audit to fully understand how it's being managed — and how its operations can be improved. And it's why we develop a comprehensive, customized plan that covers even the tiniest details of your venue's day-to-day and long-term operations, allowing your venue to function at the highest levels of operational and fiscal performance.

The bottom line? OVG360 understands that managing the Grand River Center is about more than just improving the bottom line — it's also about protecting your assets.

OPERATION PLAN OVERVIEW

Detailed information about our approach to venue and event operations is provided in our operations manual, which is a proprietary document that we will begin customizing for your venue within 120 days after contract award.

6.C.1.A - 6.C.1.F OPERATIONAL SERVICES

OVG360 believes that the immaculate physical condition of your venue is every bit as important as the level of customer service provided by the staff. The GRC's look and condition project an image to attendees — and it can be a positive or negative one, depending on the staff's knowledge, dedication, and attention-to-detail when completing their day-to-day responsibilities.

We're committed to exceeding industry standards for custodial services. Although we customize our services for each specific venue, OVG360 provides the necessary policies and procedures in our operations manual for routine maintenance, cleaning, recycling, trash collection, room set-up, conversions, and related work needed to keep the venue in like-new condition. Our ultimate goal is to have a client walk into the GRC, regardless of how many years it has been in operation, and say that it looks just as good as the day it opened. Other companies may share this view — but few will commit the staff and resources to actually make it happen.

PREVENTATIVE MAINTENANCE

OVG360 understands that preventive maintenance (PM) is the key to avoiding equipment breakdowns, which can be costly and may interfere with the performance of an event. Our detailed PM plan — which is task- and frequency-based, and developed within a computerized maintenance management system — protects your venue, ensures smooth operations of events, minimizes costly emergency repairs, and helps protect the safety of attendees, show-related personnel, and staff. Our PM program focuses on completing original equipment manufacturer (OEM) recommended tasks, such as lubricating moving

parts, tightening loose parts, replacing parts, cleaning, and other similar activities at certain intervals of time. A PM program consists of the following:

- An inventory of all equipment to be maintained
- An inventory of spare parts (critical to operation)
- A list of all required and recommended maintenance tasks
- A schedule for routine maintenance and servicing
- A completed record of completion, repair, and follow-up
- Follow-up supervision

NON-MECHANICAL EQUIPMENT

OVG360 provides a maintenance program for all non-mechanical equipment. This includes inspecting and repairing all video, sound, lighting, and telecommunications systems. It also includes inspection, cleaning and repairs of all furniture, fixtures and equipment in inventory, including:

- Staging
- Seating and risers
- Cleaning equipment
- Lifting equipment
- Maintenance equipment

PREDICTIVE MAINTENANCE

Predictive maintenance involves monitoring equipment to detect deterioration, preventing possible breakdowns. Methods used include:

- Vibration monitoring
- Thermal imaging
- Lubricating oil analysis
- Insulation resistance monitoring
- Ultrasonic leak detection

CUSTODIAL MAINTENANCE

The following provides a brief overview of some of the most important custodial maintenance areas we focus on during operations.

THE MASTER CUSTODIAL CHECKLIST

Every location in the venue is prioritized on a master custodial checklist by how often it needs to be checked or cleaned. In many of our venues, tasks are entered in a computerized maintenance management system (CMMS), ensuring that cleaning in every part of the venue is addressed in a timely manner, as well as preventing areas from going an extended period of time without review. This system also allows us to track the costs associated with maintaining the venue.

HARD FLOORS AND CARPETS

Flooring is a large capital investment item in a venue, making it imperative that we focus on hard floors and carpets. Detailed cleaning and maintenance methods are provided in the operations manual.

EXTERIOR MAINTENANCE AND LANDSCAPING

Staff regularly assesses the venue's exterior to correct defects, pick up trash, shovel snow, and maintain the landscaping's beauty and health before the public arrives.

EQUIPMENT

Frequently used event equipment such as tables, chairs, pipe and drape, dance floors, and staging are checked and maintained continually to prevent permanent damage, and to ensure that an unacceptable piece of equipment is not used during an event. The FF&E investment in these items can amount to millions of dollars, making regular maintenance and cleaning critical.

STAFF TRAINING

The custodial staff members in each OVG360-managed venue are trained to safely and efficiently perform the required tasks described in our operations manual. Each task must be completed as efficiently as possible, minimizing the impact on visitors during events. We also require mandatory staff participation in training, and we document each element of our training program.

EMPLOYEE SAFETY

As part of our commitment to provide a safe, secure environment for employees and attendees, OVG360 has developed a safety plan, which is incorporated into our operations manual for each venue we manage.

This safety plan details the procedures and training requirements to be used in handling issues such as blood-borne pathogens, confined spaces, and equipment operation. It also trains staff on handling accidents and accident investigation, electrical safety, and more.

CAPITAL IMPROVEMENTS

OVG360 will develop and provide to the client an annual capital replacement plan as part of the budget process. Generally, any items below \$5,000 are part of OVG360's operating budget, while items over \$5,000 are part of our normal reports, which segment capital improvement projects into three classes:

- Health- and safety-related
- Cosmetic- and replacement-related
- Revenue-generating and expense-reducing

ENVIRONMENTALLY CONSCIOUS OPERATIONS

OVG is the industry leader in environmental operations. Our company-wide commitment to sustainability, along with an overview of our plan for your venue, can be found in at the end of this section. Our approach to energy cost containment includes:

- Establish detailed energy consumption baselines for each utility and track at least monthly
- Work with energy management consultants to negotiate favorable utility rates
- Test our electrical systems and components annually to ensure they operate at peak efficiency
- Work with building management software providers, such as Johnson Controls, Honeywell, and Siemens, to improve efficiencies and lower operating costs

- Explore alternate energy sources and cost-reduction programs, such as thermal ice storage, open market purchasing of energy, co-generation options, and conservation and recycling programs.

EVENT MANAGEMENT

EVENT COORDINATION

Successful events begin well before the guests arrive at your venue. As a world leader in venue management, OVG360 understands that thoughtful planning is what makes an event spectacular. That's why we assign an event manager for every event at our venues — and it's why these managers follow a pre-event checklist to ensure that everything operates smoothly. The checklist includes:

- Review event information with client
- Review event rider, if applicable
- Create an event estimate
- Create and review event contract
- Complete event advance information sheet
- Track show (touring shows) and monitor ticket sales (ticketed events)
- Contact venues where event has been previously
- Relay essential event set-up information to all staff

On the day of the event, the event manager serves as the primary contact with the client, while the event manager ensures that all staff is in place for the event.

EVENT PRODUCTION: SET UP AND TEAR DOWN

We use standard operating procedures for set up and tear down at all of the venues we manage.

An outline of these procedures is provided below:

- Verification of contractual issues (rental terms)
- Signed agreements
- Deposits received
- Certificate of insurance on file
- Identification of offered on-site promoter representative
- Coordination of production commitments
- Time of day
- Scheduled security (backstage staff)

- Lights and power on (working mode)
- House staff properly scheduled, including event manager, operations staff, engineers stagehands, catering, police (regarding traffic flow), etc.
- Load out
- Verification of no damage
- Security watch on facility FF&E

SECURITY

OUR APPROACH

Security has always been of paramount importance for OVG360, who fully understand the potential perils of bringing together thousands of people into a single building. However, today's world demands much more. It requires a heightened state of vigilance and an unwavering focus on safety. It calls for in-depth training to prevent and respond to myriad types of emergencies. And it demands that venues have airtight plans to maintain their security and safety when the unexpected strikes.

To those ends, OVG360 places a heavy emphasis on creating and using proven security procedures at the venues we manage. We know that security and crowd control are perhaps our most basic and important responsibilities. After all, patrons won't attend events at venues where they feel unsafe. Furthermore, a properly secured building positively affects a venue's bottom line, while a building that's not well secured will suffer needless losses.

Ultimately, though, OVG360 takes security so seriously because we're protecting more than just assets. We're protecting lives.

OUR FOCUS

In the broadest sense, we focus on the following areas of safety and security:

- Scheduling and directing event, admission, and crowd control staff, including ushers, ticket takers, fire, emergency medical personnel, and hired security guards (private security, private-duty policemen, etc.)

- Ensuring that tenants and event planners understand and comply with house policies
- Ensuring that our emergency preparedness plan takes into account the various terrorist threat levels
- Ensuring compliance with all federal, state, and local fire, building, and life safety codes

SECURITY PROBE

We recommend the use of a continuous, walking, computerized security probe tour to maintain the integrity of security and enhance the computerized fire enunciator monitoring system. Additional duties include monitoring of entry points and secured areas for employees and visitors. Security will be enhanced and supplemented by event security during those times when events are being conducted.

TRAINING

We encourage the venues we manage to invest in high-quality security equipment including alarms, coded entries and closed-circuit monitoring systems, and clear directional and instructional signage. However, most important to crowd control and security is having a well-trained and attentive staff.

Each OVG360 employee undergoes extensive training in security and crowd control procedures. In addition, our employees are provided with reference manuals with detailed, systematic instructions. Also, our key people at each venue attend the International Association of Venue Managers (IAVM) Oglebay School of Public Assembly Management and the annual International Crowd Management Conference to learn the latest in security and crowd control.

CROWD CONTROL

OVG360 has developed proven management techniques for crowd control, including:

- Define and publish house policies for each event
- Evaluate the effects of the sale of alcohol (if allowed)

- If necessary, use uniformed police officers to monitor and control
- Have a clearly defined chain-of-command for all event staff, including police and campus security, fire, ushers, and ticket takers — especially in terms of what to do during an emergency
- Encourage patrons to report dangerous situations
- Conduct lawful but effective search and seizure
- Establish and enforce legal capacity limits for each event set-up
- Constantly check for and remove dangerous obstructions to allow for successful emergency exiting and evacuations
- Stay in control of the stage and the attraction
- Allow only those with floor tickets on the floor
- Keep all aisles clean
- Be sure the PA system works well; when necessary, override the show sound system
- Do not turn off the house lights completely

SECURITY SPECIFICS

Security Procedures

OVG360's operations manual details specific security procedures, including:

- Coordination with police
- After-hours lockdown
- Monitoring of recording cameras
- Shipping and receiving management
- Radio communications during each event
- Command post procedures and protocol
- Arrest and eviction policies
- ID system/access control
- Control and security of fixed asset inventory
- Customer service for security staff
- Security staff role in accident prevention and incident reporting
- Policy regarding peer group/stage and backstage security for concerts
- Posting of house policies
- Policy regarding search and seizure

Event Staffing

OVG360 assumes full responsibility for all aspects of event management. An event manager is assigned to each event and is responsible for

overseeing the coordination of staffing, security, customer service, safety, and all other aspects of event management.

Staffing for each event depends on factors such as the promoter's/planner's requirements, show specifics, expected attendance, and guest expectations. OVG360's guidelines for event staffing are part of our proprietary operations manual.

Event and Crowd Management

Our commitment to providing superior customer service means creating and maintaining an event atmosphere where everyone gets maximum satisfaction in a safe setting. Our planning and staffing will focus on the following responsibilities:

- Building design
 - Public areas
 - Performance maintenance
 - Service area
 - Support/personnel area
- Life safety issues
 - Building and fire codes
 - Emergency procedures
 - Coordination with higher levels of security personnel
 - Coordination through appropriate channels with the Office of Homeland Security
- Event planning and production
 - Production meetings with tenants and promoters
 - Production minutes
 - Event reports
 - Incident reports
 - Event security task force meetings
 - Event research
- Security and event staffing
 - Well-trained switchboard operator

PREVENT ADVISORS

OVG's security division, Prevent Advisors, is the industry leader in providing security programs and services to limit any gaps or issues with their security operations. These programs identify vulnerabilities in the overall security

apparatus from an independent, experienced venue security professional. By identifying vulnerabilities, organizations can find solutions to issues before an incident occurs. One way of doing this is with a Red Team Assessment.

Red Team Assessments are a quick and efficient way for organizations to understand the effectiveness of the security measures they put into place on event day or normal business operation. The assessments are unannounced audits performed by experienced venue security professionals who evaluate the security apparatus of the venue by testing the security measures. Red Teams are currently being utilized by organizations such as the NBA, NHL, and select MLB teams and can be used by arenas to assist with Safety Act Certification.

WORK ORDERS

OVG360 utilizes a computerized maintenance management software (CMMS) system for work orders. This system allows us to track every work order and update records on its progress as the work order is assigned to individual employees. With our CMMS system, users have the ability to track the process of work order requests. This system also allows us to track the amount of work orders for each building which helps us design a better preventative maintenance schedule reflective of work order trends.

There are no limits to the number of accounts and users that our clients choose to create, and each user will have the ability to request work orders. Once the work orders are requested on the CMMS system, the user will be able to keep track of the work orders which were approved and determine, which employee will be responsible for each work order. Alerts tracking progress on each work order and their completion are also made available to OVG360's clients.

6.C.2. SUBCONTRACTED SERVICES

We regularly engage third-party contractors when it's cost effective to do so. The decision to subcontract services depends on factors unique to the market, including the availability of quality part-time labor, the competitive nature of the subcontracted services, and the ability of contractors to provide specialized services. When subcontracting services, we always prefer to hire local vendors, thereby supporting the local business community.

CONTRACT NEGOTIATIONS

When negotiating contracts for major services, we first prepare an RFP that clearly delineates a scope-of-services and the likely contract price. We evaluate the submitted proposals based on local conditions, as well as benchmarks we have for similar services in our other managed venues. We then negotiate with the bidders to ensure that the services provided are the best value for our client.

Examples of subcontracted services include internet services, pest control, elevator/escalator repair/maintenance, fire suppression system maintenance, landscape maintenance, and more.

WORKING WITH LOCAL, CERTIFIED MINORITY AND WOMEN-OWNED BUSINESSES

As mentioned earlier in this response in Section 4.C. Diversity Plan, we look forward to working with local certified minority and women-owned businesses as part of our GRC operation. Examples of our success in other similar venues have been provided on the following page.

DUKE ENERGY CONVENTION CENTER, CINCINNATI, OH

OVG360's diversity commitment at the Duke Energy Convention Center is developed in conjunction with the City in compliance with their SBE requirements and is organized into four focus areas: supplier diversity, employment and development, community investment, and venue usage. Our team works with the City and our local consulting firm, Ellington Management Services, to seek out minority businesses, vendors, suppliers, and talent. We also generate information for newsletters, develop information from surveys, and notify other organizations and agencies that provide service to minorities. At the DECC, our minimum inclusion requirement for S/M/WBE subcontractor work is 30%. We regularly exceed this goal and consistently record an annual inclusion rate of over 50%.

GREATER RICHMOND CONVENTION CENTER, RICHMOND, VA

The Greater Richmond Convention Center has a designated SWaM (small, minority-owned, and women-owned businesses) goal of 50%, which is reported on monthly to our client as part of our financials. Our recent annual results in achieving this goal have continually exceeded 50%.

SUSTAINABLE OPERATIONS

Oak View Group proudly leads the way in public assembly facility sustainability, and the responsible stewardship of our environment is a core value of OVG360. We recognize the increasing importance of operating venues that are environmentally friendly, and we are already the world leaders in this area for large public assembly venues. We are committed to operating the GRC in a manner that is highly sustainable and limits any harmful impacts on the environment while providing maximum benefits to the local community.

ESG-Driven Practices

We actively encourage and equip our leadership and employees at our operated venues to institute *Environmental, Social, Governance (ESG)* driven practices.

ENVIRONMENTAL	<p><i>Environmental practices include reducing resource consumption and the amount of waste going to landfills.</i></p> <ul style="list-style-type: none">• Energy & Carbon emissions reduction• Water & Waste• Air Quality
SOCIAL	<p><i>Social practices include health and wellbeing-focused solutions, such as indoor air quality measures and programming for local social impact.</i></p> <ul style="list-style-type: none">• Local Procurement• Diversity Equity & Inclusion• Health & Wellbeing
GOVERNANCE	<p><i>Governance practices include employee training, diversity and inclusion, and proactive, resilient management solutions</i></p> <ul style="list-style-type: none">• Sustainability-driven Networks• In-venue Branding Campaign

ESG-DRIVEN PLAN FOR THE GRC

Below and on following pages, we have provided detailed information regarding our proposed approach to implementing an ESG-driven program at our operated venues. If selected as your partner, we will look to facilitate a sustainability workshop to align on a set of commitments and integrate sustainability-driven decision-making.

ENVIRONMENTAL PRACTICES

ENERGY & CARBON EMISSIONS REDUCTION

- Prioritize on-site and then off-site renewable energy generation
- Install energy-efficient lighting fixtures and optimize natural light to reduce energy demand for interior lighting
- Coordinate retro-commissioning periodically to ensure building systems are running at maximum efficiency
- Develop a plan for public transportation access and local walkability, where possible
- Ensure compatible technology is available for virtual meeting platforms to ensure global connectivity and reduce unnecessary travel

WATER

- Install low-flow bathroom and kitchen fixtures to reduce water consumption during peak occupancy
- Hands-free bathroom fixtures, hand dryers and paper dispensers to reduce energy, water, and supplies

WASTE

- On-site recycling, composting, and food waste bins used to reduce food waste and landfill waste
- Utilize biodegradable compostable packaging, cartons, and cutlery if disposables are unavoidable.
- LED electronic signage to minimize paper use, while avoiding high-energy consumption
- Install recyclable carpeting, cut into removable sections to reduce waste when maintaining a stain or damage
- Install water fountain/filling stations to avoid single-use plastic water bottles

AIR QUALITY

- Advanced cleaning procedures are critical to a venue's overall sustainability plan and play a large role in protecting the indoor air quality of a space, both to ensure a healthy environment for people and also to reduce the environmental pollution inside and outside. Practices may include:
 - Trap and remove dirt and pollutants before visitors enter a building through proper entryway management
 - Establish procedures to minimize particles of dust and chemicals in air to maintain indoor air quality
 - Properly utilize chemical management systems for accurate dilutions that maximize cleaning efficiency and minimize waste
 - Properly apply disinfectant in restrooms by following the proper dwell time
 - Ensure that waste materials are removed and separated appropriately

SOCIAL EFFORTS

LOCAL PROCUREMENT

- Local laborers and employees are always prioritized in hiring process
- All products for operation are procured locally, where possible
- Menu ingredients are sourced locally

DIVERSITY, EQUITY & INCLUSION

- We have outlined our approach to DE&I earlier in this Response in *Section 4.C. Diversity Plan*. We look forward to working with local certified minority and women-owned businesses as part of our GRC operation.

HEALTH & WELLBEING

- We offer vegetarian, vegan, gluten-free, dairy-free, nut-free customized menu options to be inclusive of common food sensitivities
- We promote good hydration via free, accessible water fountains
- We promote active design and movement throughout the space, including utilizing staircases, where possible
- We encourage hydration with free water service for all meetings and events

GOVERNANCE STRATEGIES

SUSTAINABILITY-DRIVEN NETWORKS

OVG360's on-site team often includes a "green team", comprised of employees from a variety of positions within the venue who are passionate about sustainability. These individuals are available to represent the venue in local municipal sustainability networks, for sustainability-driven local events, and in partnerships with local sustainability-minded nonprofit organizations.

IN-VENUE BRANDING CAMPAIGN

Communication is key in achieving a sustainable program, and it is important to convey our initiatives to any visitor entering your venue. To accomplish this, OVG360 would propose implementing a comprehensive sustainability campaign. This could range from murals on selected walls, to colorful signage and displays, to biophilic green walls, to interactive activations and educational opportunities. We often pair these opportunities with a like-minded corporate partner, who may be interested in funding or sharing their sustainability story within and around the facility.

COST CONTAINMENT

We hold ourselves accountable for cost containment at the facilities operate. We do this by establishing and tracking detailed energy consumption baselines for each utility, negotiating favorable utility rates to develop conservation programs, and working with building management software providers to improve efficiencies and lower operating costs. We account for necessary maintenance, repair, and capital improvement projects; we test our electrical systems and components to ensure they're operating at peak efficiency; and we explore alternate energy sources and cost-reduction programs.



GOAL

Green Operations & Advanced Leadership

***The League of Sports, Entertainment and Convening Facilities
dedicated to Transforming Social and Environmental Impact
through Sustainable and JUST operations.***

VALIDATING PROACTIVE, IMPACT-DRIVEN OPERATIONS

OVG360 has launched an industry collaborative sustainability program and service called GOAL (Green Operations & Advanced Leadership), which aims to heighten environmental awareness and the daily actions taken to make the venues we manage more environmentally friendly. GOAL focuses on environmental sustainability, health and wellness, and equity and social justice in our venues and in our communities.

Inspired by the industry-leading work at OVG owned-and-operated Climate Pledge Arena, the home of the NHL's Seattle Kraken and WNBA's Seattle Storm, and the world's first and only Carbon Zero Certified arena, the GOAL membership portal is powered by customized software developed in collaboration with Amazon Web Services (AWS). Member venues have the opportunity to track their performance against scientifically backed standards in environmental and social categories such as energy and water use, greenhouse gas emissions, biodiversity, indoor air quality, health and wellbeing, and even social impact, such as diversity and inclusion programs.

The GOAL Standard also includes opportunities to build a customized roadmap toward venue-specific values and locally relevant needs, ultimately leading to validated recognition of continuous improvement. Most critically, GOAL will support the city of Dubuque in identifying a baseline in energy, water, and waste consumption data and will provide tactical solutions to reduce that consumption over time. All tools and resources built by GOAL are available in a central 'Library of Resources,' which is a searchable database for everything from template contract language to sample checklists, to best practices and case studies. The cloud-based portal will equip users with the opportunity to chart progress and publicly report sustainability-driven metrics to showcase reduction efforts described above.

Most on-site OVG360 teams currently chart consumption in offline spreadsheets and manual trackers. While this is above and beyond the operations of other operators, we propose that GRC integrates GOAL to elevate this critical measurement function for continuing to build a successful sustainability roadmap and to implement positive impact.

GOAL FOUNDING PARTNERS



FENWAY | SPORTS | GROUP



6.D. TRANSITION PLAN

ONBOARDING OVERVIEW

OVG360 takes pride in our best in class onboarding processes and procedures. Our Business Development and Client Experiences department—which is responsible for onboarding all new clients—facilitates seamless and efficient transitions. Our proven onboarding program, paired with our ongoing operational support plans, is designed to deliver memorable experiences for clients, employees, and customers.

Ultimately, our success in onboarding is derived from maintaining the delicate balance of employing our powerful corporate resources as part of a customized and comprehensive plan, specifically developed for the GRC and focused on your individual goals, objectives, timelines, and any and all other unique factors.

THE ONBOARDING PROCESS

OVG360 has the most thorough onboarding program of any company in the industry. Once we receive notice of a contract award, our Client Experiences department triggers a comprehensive work plan across 20+ different functional teams (finance, payroll, marketing, etc.) to prepare for the critical “Go Live” date. Throughout the onboarding process, Carrie Jackson, your DGM, has full access to our Client Experiences department. This team coordinates all aspects of this critical process, ensuring that the GM, DGM, and any other key team members are equipped with the proper resources for a successful transition.

Each OVG360 transition begins with a “kick off” call, during which we educate our onboarding team about our new client account. Participants include leaders from every functional department that will play a role in the onboarding process. We then begin a thorough review of needs, obstacles, and timelines for each department—ultimately beginning to develop our customized Onboarding Plan. Once our contract is signed, field and headquarters teams work together to effectively and efficiently activate the new account. While in an ideal scenario there are 60-90 days to onboard a new venue, our team has experience in successfully onboarding venues in 30 days or less.

Finally, OVG360's network of venues allows for extensive benchmarking and analysis. On an as needed basis, functional experts will be sent on-site to review and assess current strengths and weaknesses of the venue's operations, including everything from facility maintenance, to financial reporting procedures, to staff qualifications, and even utility expenses.

ONBOARDING CURRENT EMPLOYEES

When OVG360 assumes management responsibilities for you, we're not just working with a new venue; we're working with new people—your people. We understand that the transition phase can be an unsettling time for your current employees. OVG360 has extensive experience with transitioning employees from the public sector and other private management firms. In every transition, our first priority is simple: putting current employees at ease.

We treat all current employees with fairness, honesty, and empathy, easing them through the transition process by providing thorough explanations and complete transparency each step of the way. We also ensure that an OVG360 HR representative is on-site throughout the entire transition, further facilitating a smooth process for everyone involved.

THE EMPLOYEE ONBOARDING PROCESS

Our team will conduct introductory group meetings with full-time employees to explain our benefits program and provide general information about our company, our culture, and our operating philosophy. Next, our team will conduct on-site one-on-one meetings with current employees. Those interested in joining OVG360 will be asked to complete an employment application and submit a current job description. Our Talent Acquisition team and corporate leadership for each respective function will conduct interviews with every applicant, from operations and maintenance to management. Management staff members who join OVG360 may hire or retain full-time employees of their respective departments.

Part-time staff may be hired without an interview, subject to a three-month review. They will be required to complete an employment application/any applicable screenings. Finally, our human resources team will meet with all hired full-time employees in a group setting for benefits enrollment, completion of new-hire paperwork, and orientation. Our HR team will also:

- Finalize the management organization chart/staffing plan
- Revise job descriptions, as needed
- Assist OVG360 managers in filling appropriate job vacancies
- Develop effective labor relations with existing bargaining units, as needed/appropriate

THE ONBOARDING PLAN

OVG360's proprietary Onboarding Plan has over 800 line items, ensuring that no detail is overlooked. This comprehensive Onboarding Plan serves as a checklist that is prioritized, time-sensitive, and categorized by department—outlining responsibilities to be fulfilled by our corporate support teams, functional area leaders, and the on-site staff. Each task description includes timing for completion as well as warning dates by when critical tasks must be completed to ensure a successful day one.

Regular calls and meetings are held throughout the process to review progress made on the Onboarding Plan. During each call, updates are provided and immediate priorities are reviewed. We focus on celebrating successes and developing solutions for any obstacles at hand. Discussion points from the call are included in a weekly status report, which is utilized to facilitate communication across our onboarding and executive leadership teams while leveraging post-call momentum to continue to focus on key tasks. A sample of our proprietary Onboarding Plan can be provided upon request, and highlights from key departments' timelines have been provided on following pages.

HUMAN RESOURCES	
NICOLE ORLOSKY, VP, HUMAN RESOURCES	TIMELINE
Evaluate existing employees and offer employment	7 days prior to start; if not possible, day 1
Hire General Manager and new employees, if any, as approved by the Client	GM hire – prior to contract start; Other new employees within 15 days
Review OVG360 benefits	7 days prior to start; if not possible, day 1
Put part-time employees on payroll	Within 10 day of contract start
Review and implement Affirmative Action Plan	Immediately adopt existing AAP
Develop staff evaluations	Within first 90 days of contract start
Undertake salary reviews (full & part-time existing employees)	Within 30 days of contract start
Develop part-time event staffing levels	Within 30 days of contract start
Develop a system for processing job applications	Within 10 days of contract start
Fill appropriate full-time vacancies	Within 30 days of contract start
Develop effective labor relations with existing bargaining units	Within 30 days of contract start
Enroll employees in benefits package	Day 2 of contract start
Implement Performance Management Program	Within 30 days of contract start
Implement Customer Service Program	Within 30 days of contract start

FINANCE & ADMINISTRATION	
NALANA HINDS, SVP FINANCE, CORPORATE CONTROLLER	TIMELINE
Evaluate and select bank for deposit of Operating Funds	Within 1st week of contract start
Set up cash accounts	Within 1st week of contract start
Purchase accounting software	Within 1st week of contract start
Set up chart of accounts	Within 30 days of contract start
Order manual checks	Within 1st week of contract start
Order purchase orders	Within 1st week of contract start
Order invoices	Within 1st week of contract start
Establish accounting policies and procedures	Within 30 days of contract start
Establish cash management procedures	Within 30 days of contract start
Input vendor listing	Within 30 days of contract start
Format financial statements	Within 45 days of contract start
Establish event settlement forms and policies	Within 30 days of contract start
Update administrative forms, letterhead, and business cards	Within 30 days of contract start

PAYROLL	
GERI HELDRING, DIRECTOR, PAYROLL	TIMELINE
Be ready for payroll transmission to the corporate office	Within 1st week of contract start
Purchase computer(s)	Within 30 days of contract start
Order all forms needed for new hires	Within 1st week of contract start
Input all current employee information	Within 1st week of contract start
Design time sheet	Within 1st week of contract start
Purchase and install all necessary software, (i.e. MAS-200)	Within 30 days of contract start
Establish payroll accounting codes	Within 1st week of contract start
Install phone line for transmittal	Within 1st week of contract start

OPERATIONS	
MICHAEL AHEARN, SVP OF OPERATIONS, ASSISTED BY DAN RUBINO, DIRECTOR OF PROJECTS	TIMELINE
Validate floor plan(s) for all events	Immediately
Develop an overall customized operations plan	Within 90 days of contract start
Develop an emergency manual	Immediately
Obtain Master Plans for the venue	Within 30 day of contract start
Review Capital Improvement Fund and 5-Year Plan	On-going
Set schedules for part-time employee training and re-training	Within 30 days of contract start
Develop written policies for all operations departments	Within 90 days of contract start
Develop a positive relationship with Paramedics	Within 30 days of contract start
Train all part-time supervisors	Within 30 days of contract start
Inventory all existing equipment	Immediately
Develop all daily and weekly clean-up activities	Immediately
Survey all electrical panels and outlets	Within 60 days of contract start
Inventory & distribute keys/develop distribution system	Immediately
Establish necessary ADA & Safety Committees/appoint in-house ADA and Safety Coordinator	Within 60 days of contract start
Develop a pest control program	Within 60 days of contract start
Develop a safety program and disaster committee	Within 90 days of contract start
Develop a positive relationship with police and fire	Ongoing
Review and revise admissions and crowd control procedures	Within 30 days of contract start
Review exit capacity/potential problems and solutions	Within 60 days of contract start
Implementation of computerized venue maintenance plan	Within 90 days of contract start
Conduct complete inventory of all fixed assets	Within 90 days of contract start
Review, update, implement and enforce an Emergency Response Plan	Within 60 days of contract start

CLIENT RELATIONS	
MATT LASHOFF, DIRECTOR, BUSINESS DEVELOPMENT & CLIENT RELATIONS	TIMELINE
Establish an immediate and direct line of frequent communication with the Client and any other stakeholders	Immediately
Develop an approval system for major decisions and regular reports to the Client	During contract negotiations
Designation by the Client's Administrator for OVG360 Agreement	During contract negotiations
Establish measurable goals for OVG360 performances, i.e., key performance indicators	During contract negotiations

MARKETING & PUBLIC RELATIONS	
MARISSA DIONNE, VP MARKETING; AND BLAIR CARDINAL, VP, CORPORATE COMMUNICATIONS	TIMELINE
Develop a marketing plan including an advertising sales coordination plan	Within 90 days of contract start
Conduct market research and customer surveys	Within 30 days of contract start and ongoing
Review national publications and prepare a media-buying plan	Within 30 days of contract start
Develop a public relations plan announcement	Implementation of plan within 30 days of contract start
Create press announcement	Within 1st week of contract start

ADVERTISING & SPONSORSHIP SALES	
BRYAN FUREY, SVP PARTNERSHIPS	TIMELINE
Meet with existing advertisers and sponsors	Within 30 days of contract start
Attempt to standardize inventory	Within 90 days of contract start
Prepare advertising signage, sponsorship, pouring and branding rights and premium seat rate schedule	Within 90 days of contract start
Agree on plan to pool unsold inventory and develop revenue sharing allocation system	Within 90 days of contract start
Develop an "in-house" advertising agency	Within 60 days of contract start
Identify new sources of advertising revenue (e.g., parking lot, outdoor marquees, reader boards, restrooms, etc.)	Within 60 days of contract start

EVENTS	
CARRIE JACKSON, DISTRICT GENERAL MANAGER	TIMELINE
Develop and review Calendar of Events	Immediately
Confirm all events/holds	Immediately
Review current and proposed contract (Event License Agreement) forms	Within 60 days of contract start
Review event files and confirm executed license agreements	Immediately
Establish positive and cooperative relations with promoters	Immediately
Review all event revenue streams (i.e., concessions, ticketing, sponsorships, merchandise, etc.) to increase revenues	Immediately review - gradual results
Maintain/improve upon current relationships with established venue users	Immediately
Attempt to open up the Venue to as many outside promoters as possible	Immediately
Focus on booking concerts, performing arts events, family shows, conferences, meetings, banquets, parties, light trade shows and other special events	Immediately
Review "Meeting Planner Guide" with the CVB	Immediately

6.E.FINANCIAL PLAN

6.E.1. MINIMIZING EXPENSES AND MAXIMIZING REVENUE

MINIMIZING ANNUAL OPERATING EXPENSES

As part of our approach to maximizing the bottom line for our clients, OVG360 takes all necessary steps to minimize annual operating expenses. However, efforts to minimize annual operating expenses should be taken with a long-term plan in mind as well as annual goals. OVG60 will work with the City of Dubuque to develop both short-term and long-term strategies to minimize annual operating expenses. This will include implementing proven industry systems that include consistent application, measurement, and evaluation of results. Every facility and its related operations are different and requires a customized approach to maximize its efficiency.

Examples of OVG360's efforts to minimize annual operating expenses include:

- Annual review of third-party service contracts based on effectiveness and efficiency
- Evaluation of preventative maintenance program through summary data reports
- Physical inspection of facilities
- Review of staffing levels and performance

MAXIMIZING REVENUE

Spectra regularly assumes management of facilities with operating subsidies. We have had tremendous success in reducing these subsidies on behalf of our clients through streamlining operations, minimizing operating expenses, more effectively selling and marketing the facility, generating historic levels of sponsorship revenues, and reengaging with event promoter who, in some cases, have never booked the facility/haven't in years.

We are confident in our ability to make a significant improvement to the bottom line at the GRC utilizing similar methods.

6.E.2. - 6.E.3. PRO FORMA

As requested by the RFP, our projected budgets for the GRC have been provided as a separately sealed enclosure to this Response marked "Management Services Financial Proposal."

6.E.4. CAPITAL IMPROVEMENTS

OVG360 will develop and provide to the client an annual capital replacement plan as part of the budget process. Generally, any items below \$5,000 are part of OVG360's operating budget, while items over \$5,000 are part of our normal reports, which segment capital improvement projects into three classes:

- Health- and safety-related
- Cosmetic- and replacement-related
- Revenue-generating and expense-reducing

We will work closely with the City of Dubuque to finalize agreed upon policies and procedures for approval, billing, purchasing, and letting of contracts. These terms will be finalized in our Grand River Center Operations Manual.

6.E.5. OVG360'S APPROACH TO ANNUAL FUNDRAISING

As owners and operators of venues, OVG understands the importance of revenue generation and prioritizes the effort in our management approach. For the GRC, we believe there are two significant opportunities that will drive more revenue for the center and the city:

1. New event inventory from our Content Development and Private Events Division
2. Monetizing of GCC assets through our Global Partnerships Division

Our Content Development & Private Events division specifically focuses on innovative private functions, major corporate events, and content development across the OVG360 universe of 200+ arenas, stadiums, and convention centers. Specifically for GRC, we have identified the following content development services:

- Partner with GCC to identify content priorities that best serve the local and visitor community
- Source and drive revenue through new content opportunities
- Identify, and co-develop, tentpole events
- Increase national and international sales and marketing reach
- Provide best-in-class resources and support to surpass industry standards

GRC will also benefit from the service of OVG Global Partnerships, our naming rights and sponsorship division solely dedicated to connecting world-class entertainment properties with world-class brands who want to build and communicate a compelling story to their customers through live entertainment. OVG Global Partnerships will utilize its experience to customize a go-to-market strategy to maximize revenue for GRC.

Our approach for GRC is to reimagine the current environment with the goal of increasing revenue for both the venue and its clients by executing a plan to Build a Brand, Create Engaging Marketing Platforms, Capitalize on Emerging Trends, and Prioritize Solutions for brands and shows.

Our view is that the current operation is not focused on non-event revenue generation and is not addressing industry trends or client needs. Therefore, the GCC is missing out on key revenue streams. Our 4-step plan will be to focus on building a partner program to maximize revenue.

#1: BUILD A BRAND

Effective sponsorships are based on brands reaching consumers that have an emotional connection with a property. There needs to be a story that resonates with attendees and the surrounding community. If you walk around the convention center today the walls are barren. While visitors are in the building, there is an opportunity to promote Dubuque. We will create a brand and story that we can tell prospective sponsors that exemplifies the city and showcases how the GRC is an integral part of the region's economic development throughout its history to today as a major hub for companies in the automotive, tech, and R&D development industries.

#2: CREATE ENGAGING MARKETING PLATFORMS

OVG Global Partnerships will develop advertising inventory that today's sponsors demand to effectively reach attendees and convey their marketing messages. The venue doesn't adequately provide these offerings today.

- **Naming Rights** - Upon approval from the city, OVG will develop a naming rights partnership for the venue and approach the market.

- **Interactive Areas** - We will create activation areas that may be sponsored. Activation areas will be designed in open spaces and walls with the intent to Build the Brand Promoting Dubuque and enhance the guest experiences. Activations could include art installations, interactive kiosks, educational displays, and guest amenities could include business centers, Wi-Fi areas, charging stations, or a branded terrace.
- **Digital Signage Network** - OVG Global Partnerships will recommend a digital signage infrastructure to include new video screens and digital signage around the facility to be used for messaging to guests and sponsor messaging, as well as new outdoor marquees. The digital signage is a critical offering to provide partners the ability to change marketing messages to varying audiences or during specific times of the year. The digital signage can be sold to venue partners or rented to shows who can resell to their own partners for new revenue streams.

#3. CAPITALIZE ON EMERGING TRENDS

The convention center industry is experiencing a movement towards commercialization over the last five years, ranging from the installation of digital signage and sponsor-branded areas to facility naming rights. There are now a dozen markets in North America that have sold naming rights to their convention centers including Detroit, Des Moines, Memphis, Sacramento, Cleveland, and Cincinnati. OVG Global Partnerships has recently been hired in major markets to help guide and sell facilities including Louisville's Kentucky International Convention Center, the Walter E. Washington Convention Center in Washington, DC, and the Miami Beach Convention Center in Miami Beach. We will continuously deploy the best practices we learn across the industry to benefit Dubuque and make sure the venue stays ahead of industry trends so it may exceed client expectations and maximize revenue opportunities.

#4 PRIORITIZE SOLUTIONS FOR BRANDS AND SHOWS

Operating with a focus on generating new revenue streams starts with changing a mindset and requires a team dedicated to meeting the needs of both consumer brands and the shows that rent venues. OVG Global Partnerships has a team of 150 sponsorship sales professionals across North America, led by experienced venue executives who are dedicated to finding solutions for brands that generate revenue for our facilities. We recognize that both venues and shows are looking for ways to generate new revenue and that our venues will only succeed if the events we host succeed. Many shows also sell their own corporate sponsors. The GRC needs to provide amenities for its shows to make more money to be more competitive with other venues and keep pace with industry trends as it is quickly becoming the expectation of event and meeting planners.

By executing our suggested approach creating the marketing platforms outlined, including the digital signage network, the GRC can offer both brands and shows an attractive solution to meet their needs. The GRC can have confidence that it is being led by a sponsorship team with proven experience, as OVG Global Partnerships is widely recognized as the world leader in venue and naming rights sales with over \$1.5B in sales and 12 naming rights secured over the last two years.

6.F. COMPENSATION PROPOSAL

As requested by the RFP, our compensation proposal has been provided as a separately sealed enclosure to this Response marked "Management Services Financial Proposal."

TECHNICAL STATEMENTS

UNDERSTANDING OF FINAL AGREEMENT TERMS

OVG has read and understands Appendix D – City of Dubuque Contract Terms and Conditions (the “Contract Terms and Conditions”) and agrees to include the clauses that are listed in Appendix D in the final Agreement, with the exception of any areas for negotiation/exceptions noted at the end of this section.

INSURANCE REQUIREMENTS

OVG360 is able to meet the City’s insurance requirements for professional services.

LITIGATION AND DISPUTE DISCLOSURE

While Global Spectrum L.P. d/b/a OVG360 is currently (or has in the past) been involved in various matters of litigation, each such matter is routine and "in the ordinary course" of the company's business, and none, whether taken individually or collectively, would prevent or otherwise affect the company's ability to perform the services being bid.

PROPOSED SCHEDULE/TIMELINE

Earlier in this Response in *Section 6.D. Transition Plan*, we have provided a proposed schedule/timeline for transition to our services. We are confident in our ability to transition to our services by the City's date of April 1, 2023. As indicated in our plan, our needs from the City will be proper access to current records as it pertains to event and service contracts.

PROPOSAL TIME-FRAME

Proposals will be valid for one hundred twenty (120) calendar days from the proposal closing date.

EXCEPTIONS

OVG360 looks forward to the opportunity to negotiate a contract for operation of the GRC. We have listed our exceptions to the terms outlined in the RFP and its associated documents below, which we would look to negotiate should we be awarded this opportunity.

Scope of Services. F. Regarding terms in the “Equipment Repairs and Maintenance” and “Maintenance and Service Contracts” provisions, note that OVG360 would **not** be responsible for funding any costs or repairs at the venue. Any repairs (or facility expenses) would be funded by the city through the operating budget.

Assignment. We should be permitted to assign the agreement in connection with a sale of all or substantially all of our assets or equity interest, and to any affiliate where such assignment is intended to accomplish an internal corporate purpose and would not materially and substantially alter the method of delivery of services to the city.

Contract Documents. We prefer that the final agreement be the only document governing the parties’ following negotiations, as including the entire RFP and our entire Response opens the door for various conflicting provisions. We are happy to incorporate specific portions of the RFP and our response during negotiations, however the full final agreement should represent the only document governing the parties going forward.

Disputes. In the event of dispute, we take exception to the city’s ability to unilaterally suspend payments. Instead, we request this be framed as a normal breach/cure period termination right. If either party is in breach, notice would be issued with at least a 30-day window to cure. If the party fails to cure, then there would be a right of termination for the non-breaching party. We take exception to the city’s ability to charge us for additional costs incurred by the city (or us) because of our failure to continue providing services despite any ongoing dispute.

Indemnification. Indemnity should be limited to third-party claims and should only apply to claims arising out of our breach of the agreement or by our gross negligence or willful misconduct. Furthermore, any indemnity we provide should be limited to the extent any claim arises out of any acts or omissions by the city or its employees or any pre-existing conditions at the facility (including structural or construction defects).

Warranties – Work. We take exception to our responsibility for “all damages to property or persons as a result of the firms acts, errors or omissions.” We would agree to a reasonable indemnity, as described above, but should not be liable for anything that occurs on the property. We also take exception to our responsibility for all services and our financial liability to the extent “corrective services” are necessary. If we are negligent in our provisions of services, we would be liable through indemnity but should not be wholly responsible.

Warranties – Intellectual Property. All representations about the materials and services we provide should be made “to the best of our knowledge”.