

Management Plan

Fargo Convention Center Management Proposal

SETTING THE TONE

The VenuWorks team possesses a wealth of experience in opening and operating new venues. Benefits we bring to our design and construction phases include:

- Designing to maximize revenue potential and minimize operating expense: The difference between a successful event center and a proverbial white elephant is most often in the design and conceptualization. We practice the principle that "Every design decision is a marketing decision." For example, poorly placed custodial closets contribute to a dirty building which deters people from attending the facility. Too little back-of-house marshalling area leads to a facility getting a bad name among touring attractions.
- Construction cost savings: From years of experience, we have learned where to spend money wisely in the construction of a facility. Conversely, we know how to look for places to save money without adversely affecting the operational efficiencies of the finished building.
- Get the most from your FF&E budget: We can write specifications, solicit bids and analyze proposals for fixtures, furnishings and equipment. We can get the best value because we are in the marketplace continually purchasing goods and equipment for the facilities we manage.
- We represent you and your future patrons! In the ongoing development and construction of the facility, we represent your interests communicating with our development team to be sure that you get the best building possible. Just as important, we will represent the patrons, promoters and artists' point of view in analyzing and planning for their convenience and enjoyment.

Collectively the members of the VenuWorks team have the combined experience of having participated in the opening of over 50 public assembly facilities and the management of many more. VenuWorks has also participated in the planning and development of seven onsite hotel properties adjacent to client facilities.

We bring to the planning of facilities the practicality that can only come from an operator's perspective. We have the demonstrated ability to help you bring your project in on budget and on time.

When we first join your team, here is the outline of the specific services we will provide on your behalf:

- Solicit input from future venue users regarding necessary and desirable design criteria for each category of event activity.
- Review design assumptions and performance parameters.
- Compare design to comparable facilities to help meet or surpass advantages of prime competitor facilities.
- Provide input based on operational analysis of design in a timely way to expedite final design and bid specification process.
- Analyze design regarding operational aspects



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- Tenant & Promoter requirements
- Requirements of the local community users
- Patron services and amenities
- Food, beverage and catering services
- Parking and bus pick-up and drop-off
- Security
- Information technology requirements for events and an in-house business center
- Event staging, rigging and set – up requirements
- Requirements of potential equity partners
- Storage
- Utility consumption and control
- Revenue opportunities (i.e. signage, food & beverage, merchandising, parking)
- Parking and traffic management (with consultants)
- Operational efficiencies regarding storage, housekeeping, maintenance, traffic flow and especially move-in and move-out access
- Applicable codes, especially as they relate to user requirements and the maintenance of necessary aisle ways and routes of passage as they affect capacity and public safety
- Emergency preparedness and evacuation
- Communication and alarm systems
- ADA compliance
- Medical / First Aid Services
- Staffing levels and how they are impacted by design elements
- Perimeter design for efficient ingress/egress with appropriate controls
- TV / Media broadcasting and facility hook – up services

Project Construction Phase

Our services continue through construction to advise on critical questions relating to the exact execution of drawings and to have familiarity with the facility from the ground up. Our activities relating to construction would normally include:

- Attend regular progress meetings with design / construction / management team
- Monitor construction progress with regular site visits
- Monitor change order requests and advise client concerning operational impact of such changes
- Prepare specifications, oversee contract awards, receive & inventory and administer warranties for FF&E
- Monitor architect / contractor correspondence
- Advise client on acceptance of structure and substantial completion
- Contribute to and monitor contractor's completion of punch list
- Review completion report with client, including full set of as-built drawings
- Coordinate transition from construction project to an operating facility

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Pre-Opening Services

Furniture, Fixtures & Equipment

An important but often overlooked part of facility start-up is the purchasing of the furniture, fixtures & equipment (FF&E). The VenuWorks team specializes in the planning, specifying, purchasing and coordinating of FF&E.

Our FF&E consulting services consist of a four-part process that ensures that the client receives the best and most appropriate equipment for the application at the best price. We have found that this is a very intensive process that is time consuming and difficult to manage if the proper time and effort is not dedicated to it. Together we have the resources to commit to this effort.

Technical Systems:

The VenuWorks team will provide planning, review, specification preparation, procurement and installation coordination of the following fixed equipment/systems:

- Video Equipment
- Marquee/Advertising Signage
- Sound System
- House Lighting and Exterior Lighting
- Telecommunications System
- Computer Systems/Networks
- Security System
- Parking System

Pre-Opening Marketing & Booking:

As we work on the physical structure, we never lose sight of the need to heavily market the facility from the onset. Below is a representative VenuWorks marketing task list:

- Develop marketing plan for client to approve and for VenuWorks to implement
- Develop materials necessary to support the plan
- Work with the tourism industry and community leaders to execute the plan
- Industry-wide advertising awareness campaign supported by PR & promotional campaigns
- Local market area advertising and PR campaigns
- Survey the competition
- Exploit groundbreaking for maximum public relations value and exposure in the industry, both locally and nationally
- Maintain ongoing community relations and exposure to industry via press releases, speakers bureau, paid advertising and direct mail
- Plan Grand Opening to maximize market impact and community relations
- Establish a group ticket sales campaign
- Maintain booking calendar; schedule and contract events
- Create in – house advertising capabilities

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The VenuWorks team will make use of every opportunity to create media awareness and exposure of the new facility through press releases, press conferences, groundbreaking ceremonies, celebrity visits, building tours and when events are booked and confirmed at the facility.

- **Pitch Letters:** Our team has a solid and proven relationship with the industry trade publications. Among the tools we will utilize to accomplish our goal are pitch letters to daily and weekly newspaper editors, business writers, community newspapers, arts & entertainment writers, as well as radio and TV producers and personal contact with key media members. We will create a pitch letter that will be geared towards the community newspapers and community cable stations for targeting stories about the new facility. Similar pitch stories will also be sent to the larger daily newspapers in these particular regions. The pitch letter will focus on the economic impact of the new facility as well as the type of events that will come to the building.
- **Media Releases:** Our team will create an ongoing series of media releases to announce plans for the new facility, new events confirmed and booked for the building, milestone events occurring during construction, and other news related matters regarding the pre-opening, opening and operation of the facility.
- **Pre-Opening Materials:** We will assist in the design, writing, editing and production of all pre-opening materials, including brochures, guides, handbooks and printed materials necessary for the opening of the building.
- **Photo Opportunities:** Throughout the construction process of the venue we will utilize every opportunity for photos, including celebrity visits, milestones occurring during construction, building dedication, ribbon cutting, grand opening and other related activities occurring at the facility. We will generate media advisories as photo opportunities are developed and confirmed. These releases will be sent to all local TV and radio stations and major daily newspapers, as well as neighboring community weekly newspapers in the surrounding areas.

Our team will create publicity events to generate interest and awareness of the new building, including: groundbreaking, continual additions to the facility (i.e. roof truss, cement pour, installation of seats, installation of major electronics, sign dedication, cornerstone installation), ribbon cutting, open houses, community events and other related events to opening the building.

Commissioning, Opening, Operations, and Management:

In advance of the projected opening date, we would want to have in place an on-site Executive Director in the facility to prepare for ongoing operations of the venue. The Executive Director will take the lead locally to recruit and hire full-time, part-time and / or contractual service staff in accordance with an organizational chart, budget and schedule approved by the owner. The on-site Executive Director will be supported in every facet by the



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VenuWorks corporate team. This staff, along with support from the VenuWorks team, will manage and conduct all facets of the facility operation including:

- Comprehensive venue management
- Programming / scheduling of events
- Co-promotion and in-house promotion of events
- Sales and marketing of advertising, sponsorships, branding and other commercial rights
- Event attendance capacities per building and fire codes
- Marketing communications
- Event management
- Food & beverage service
- Merchandising
- Building operations and maintenance
- Finance and administration (i.e. reporting, budgeting, auditing, purchasing, payroll and HR)
- Crowd management, security and emergency procedures
- Safety, risk management and insurance
- Parking and related vehicle access issues
- Information technology

Besides on-site representatives, VenuWorks has access to specialized expertise throughout its network of managed buildings. Key personnel from these buildings can be temporarily relocated to the new facility during the final stages of pre-opening to assist in completing the last-minute details to the facility, training part-time staff and coordinating marketing, operational, and management tasks. When we opened the new TDECU Stadium on the University of Houston campus we had a VenuWorks-support team of 16 onsite leading up to and during the opening.

A Grand Opening to Remember

We have had great success in securing event sponsors for grand opening events. For example, we re-opened the renovated 1,700-seat Paramount Theatre with Harry Connick Jr., which was made possible with a generous local donation.

A soft opening event, such as a private dinner for those individuals directly involved in the planning and development of the facility is very important. We have done this successfully at each of the facilities that we have opened.

The most successful grand openings are the product of teamwork between the venue management and a select committee of grand opening planners. We rely on these committee members to bring the interests of the community to “their” event. We also try to involve as many people from the community as possible. We would consider it a major success if every child in town had a certificate of participation hanging on his/her bedroom wall at the end of the grand opening period. We have had great success involving the major performing arts organizations, schools, colleges and universities in our grand openings.



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We would like to host a “demonstration” event at the facility before the public grand opening. In opening the Paramount, VenuWorks hosted a special preview event for all the contractors and workers who had worked on the event center to show the business community first-hand what the facility was capable of doing.

The final component of the grand opening of a facility should be the public opening ceremony and festivities. The event would include speeches from civic leaders and a ribbon cutting ceremony. Most importantly, the grand opening must include a series of events that will be remembered for years. In many communities, we have opened venues with a six-week opening period in which we feature all types of events, ensuring that we will appeal to all various tastes and interests in the marketplace. We also do this to demonstrate all the capabilities of the new venue.

STAFFING

VenuWorks employees are bound by a common culture and set of guiding principles. Collectively, these define who we are. We have a strong track record of implementing our vision and culture to our employees. All employees of the Fargo Convention Center will be VenuWorks employees and share in the following:

Customized Benefit Plans

Each VenuWorks facility operates under its own LLC, allowing us to tailor benefits packages to meet the unique and competitive needs of the communities we serve. VenuWorks benefits representatives will meet with all new employees to discuss their new benefits package. VenuWorks maintains a complete Employee Handbook as a reference source for location human resources managers. We offer our employees a comprehensive group benefits package including medical, dental, eye care and 401(k) plan. We also offer life, short-term and long-term disability insurance.

Human Resources Partner

VenuWorks partners with Oasis, an accredited Professional Employment Organization (PEO), to provide our employees with comprehensive human resource services. These services include employee onboarding, benefits and benefits administration, payroll and payroll tax processing, risk management, and regulatory compliance. Our partnership with Paychex HR has enabled us to attract and retain top talent. It has also provided the opportunity to leverage purchasing power when securing health and dental insurance coverage which has kept premium increases at a minimum.

HR Technology

Paychex HR's Information System is an industry leading, web-based platform that makes it easier for VenuWorks to manage complex HR tasks. The software handles all employee functions, from applicant tracking and onboarding, to payroll processing and benefits enrollment. The HR experts at Paychex HR help navigate through complex employment regulations and processes, thus reducing liability for VenuWorks and our clients.



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Company Culture

VenuWorks is committed to fostering, cultivating, and preserving a culture of equality and inclusion. Our human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talent that our employees invest in their work represents a significant part of not only our culture, but our reputation and company's achievement as well.

We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

VenuWorks diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexible work schedules to accommodate employees' needs.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity.

All employees of VenuWorks have a responsibility to always treat others with dignity and respect. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events. All employees are also required to attend and complete annual diversity awareness training to enhance their knowledge to fulfill this responsibility.

Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action.

Employees who believe they have been subjected to any kind of discrimination that conflicts with the company's diversity policy and initiatives should seek assistance from a supervisor or an HR representative.



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REPORTING STRUCTURE

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

Executive Director Candidates

VenuWorks will conduct a national search for an Executive Director for the Fargo Convention Center. We will bring in our three finalists to meet with the City of Fargo to determine the right candidate for the job. The Executive Director will be the first hire for the venue and will play a crucial role in developing our team at the venue.

SAMPLE REPORTS

On the following pages we have included two recent reports from the VenuWorks-managed Rialto Square Theatre in Joliet, IL. These reports include:

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

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VenuWorks of Joliet, LLC

For the Period

05/01/2025 to 05/31/2025

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

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VenuWorks of Joliet, LLC

For the Period Ending

5/31/2025

Balance Sheet Summary

Current Assets

1000	Current Asset - Checking/Savings	3,491,165
1100	Current Asset - Cash	10,376
1200	Accounts Receivable	3,549
1400	Inventory	17,240
1600	Other Current Assets	1,735,499
1650	Prepaid Expenses	85,199
1700	Due From/(To) Intercompany	65,445
Total Current Assets		5,408,474

Other Assets

1900	Capital Assets	9,218,159
Total Other Assets		9,218,159

Total Assets	14,626,633
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Current Liabilities

2000	Accounts Payable	177,128
2100	Other Current Liabilities	348,744
2200	Deferred Revenue	6,710,927
2300	Taxes Payable	5,165
2400	Due To/(From) Intercompany	4,435
Total Current Liabilities		7,246,399

Long-Term Liabilities

2600	Long-Term Liabilities	2,270,679
Total Long-Term Liabilities		2,270,679

Total Liabilities	9,517,078
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Equity

3000	Equity	6,843,804
	Net Income	(1,734,248)
Total Equity		5,109,555

Total Liabilities & Equity	14,626,633
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MAINTAINING THE FACILITY

Venues like the Fargo Convention Center must stay up to date on current technological needs, environmental concerns, cosmetics, equipment, and general upkeep. While some events can require little cleanup afterwards, other events may require a more extensive process that involves more people and more time. At the Fargo Convention Center, our operations team, led by the Director of Operations, will oversee maintenance and upkeep in all public areas. All maintenance, repair, and cleaning required in food service will be done by our food and beverage team. To keep the Fargo Convention Center at industry standards we will involve all departments to ensure we are meeting the expectations for guests and event planners coming to the venue.



Daily Housekeeping in the facility is performed by VenuWorks employees. Housekeeping personnel are staffed and deployed according to the facility layout, anticipated patrons' needs and type of event. The quantity of personnel used for events varies based on factors including anticipated attendance, type of event, type of food and beverage, amount of food and beverage expected to be sold, catered event or concessions and history of the event.

- Daily cleaning of common areas, offices and support areas
- Post event cleaning
- Hard surface floor care
- Carpet care in accordance with manufacturer's recommendations
- Provide and maintain in good working order all equipment necessary to perform services
- Provide all management, supervisory and custodial personnel
- Provide all cleaning supplies
- Maintain inventory of paper products, submit purchase requests to VenuWorks for paper products, restocking
- Clean and maintain all glass
- Maintain entrance mats
- Collection and disposal of waste
- Collection and proper disposal of recycled materials
- Complete special projects as assigned by VenuWorks. Scheduled and routine cleaning is done on an event basis and changes with the varying attendance.

VenuWorks has a rich tradition of achieving all objectives in a professional manner consistent with the best industry practices and all applicable laws and ordinances. We believe, ultimately, it is not only what you do, but how you do it. We focus on our purpose. We genuinely care and connect with our clients, community, and with each other. We consistently amaze, entertain our guests, celebrate diversity, and are engaged in our mission. We go above and beyond expectations to make everyone feel special. We are in the people business and understanding people's needs is what makes us successful.



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COLLABORATIVE MARKETING AND PROMOTIONAL PLAN

The most effective plans are built collaboratively, with stakeholders playing a vital role in shaping strategies from the outset. This approach includes hosting regular sales forums for directors of sales, conducting market research, fostering team-selling opportunities, organizing customer familiarization tours, developing customer evaluation processes, executing sales blitzes, and crafting comprehensive marketing plans. We are on the cutting edge of performance management through our prominent role in developing convention performance standards for the industry and return on investment criteria through the Destination Marketing Association International (DMAI).

One of our first priorities will be to establish a shared understanding among stakeholders of what success looks like for the Fargo destination marketing community. From there, we will implement a system to monitor and report on key performance indicators (KPIs) to track progress toward these shared goals. These performance tracking reports will serve as a critical tool for evaluating success, aligning with the mission statement, and guiding future goal-setting. The reports will be shared with key stakeholders, featured in annual reports, and integrated into marketing plans and other communication initiatives to ensure transparency and alignment across all efforts.

The Marketing Plan will feature a comprehensive monthly marketing calendar, listing all major strategies by month, containing:

- Trade shows, conventions, meetings, sales forums, and sales missions (when and by whom)
- Media relations publicity to be produced
- Advertising and direct mail to be placed
- Publications / collateral to be produced
- Major membership/partnership development initiatives
- Digital media and social media strategies
- Community outreach

Market the venue

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

- *Brand Awareness* at our venues is a key component to our marketing efforts. Brand awareness familiarizes the public with our venue and its events and differentiates them from other options. Building and maintaining a positive brand is a multi-faceted process that can take time and resources. However, if done well, your brand will support the sales efforts that drive revenue. VenuWorks will engage in the following steps to ensure a positive, local brand awareness:
 - *Build a recognizable brand.* We work in each market to research, develop, and identify a unique brand and what it represents to the market.



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- *Tell the brand story.* Every brand has a story. And it is critical to *tell* that story. We showcase the brand story through customer experiences, key business milestones, and the importance of what we do each day. Our brand story will build connections and trust.
 - *Create shareable content.* In this step, we are hyper-focused on creating content that is easily shareable. While we can't predict what will go viral, we can create content our followers will want to share by providing value rather than always trying to make a sale. By adding a simple call to action, our followers will share, RSVP, or tag a friend", expanding our research with a click of a button.
 - *Contribute to the community.* Not all brand-building happens online. We build brand awareness by being active apostles in our communities. We do this in ways such as sponsoring events, offering discounts and donations, or supporting employees' participation in charity work.
 - *Run awareness campaigns.* Brand awareness ads are a way to ensure our advertising goes toward building awareness for your brand. These campaigns tell potential customers about our venue, services, or events with an objective is to show ads to people who are more likely to recall and act upon them.
- *Digital Marketing* is the fastest changing segment of marketing in our industry. Also referred to as online marketing, internet marketing or web marketing, our digital marketing effort involves:
 - *The venue website.* The look, feel, and overall design of the venue website is the centerpiece of the brand. The site needs to be current, user-friendly, and aesthetically pleasing. We include videos, testimonials, images, and virtual tours so customers can truly experience our venues from the convenience of their computers and mobile devices. Our sites include contact information, social media links, event listings, booking opportunities, menus, and so much more. Sites are optimized for mobile devices since most web traffic comes from smartphones today. We follow Google's localization best practices, claim our venue listings and their accurate information on Google, and confirm our venues show up correctly in Google Maps listings.
 - *Social Media Marketing.* Keeping the venue's social footprint active is an integral part of our marketing efforts. We work closely with our venues to select appropriate platforms and to develop an engaging content schedule. We encourage the use of photos, videos, and "go live" opportunities to increase engagement and expand our marketing efforts. The use of creative



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- hashtags (ex. #CREventsLive) allow us to monitor online chatter across platforms.
- *Search Engine Marketing*. SEO is critical for marketing because our efforts will ensure our website appears on the first pages of Google search results where most people will be looking for it.
- *Email marketing campaigns*. Email marketing is one of our best opportunities to boost sales at no cost because we own the list. Our list will continue to grow with the addition of new purchasers and those signing up on our website.

Our digital marketing efforts include much more than a simple Facebook post or a pretty website. It requires us to adjust traditional methods and understand where our customers come from, what they are doing, and what we can do to improve sales. And which digital marketing tools and platforms will help you to do that.

- *Develop Strong Sales Materials*. Our sales materials are tools to persuade customers to move forward in the sales process. We use them to market our venue, its brand and events.
 - *Website*. Creating an informative website helps educate customers looking to work with us. When designing our sites, we make sure the message is clear and aligns with our overall brand message.
 - *Venue Brochure*. Our sales brochures help customers find out more information about our venues and services. We use these to have an in-depth conversation with potential consumers through print. The goal is always to make these visually appealing.
 - *Venue Datasheets*. Data sheets are helpful for our technical event details such as room sizes, capacities, catering information, in-house services, etc.
 - *Videos*. Sales videos present our venue information in an easy-to-follow way in a short amount of time. Videos can be helpful in providing a taste of the event experience to potential customers in an innovative and exciting manner.
- *Public Relations*. We are hyperattentive to the overall public perception of our venues and their brand. Our Executive Directors and Marketing Managers work diligently to increase the venue's industry credibility and overall reputation. We do this through local leadership relationships, influencer connections, and networking. Social media has also proved to be a strong public relations tool for our venues. Social media involves real-time response, so every day, our marketing professionals are monitoring and responding to manage information of our customers to influence their perception.
- *Media Relations*. It's important to build and maintain relationships with members of the media – journalists and reporters. We can't just send a press release or media advisory here or there and expect it will just be picked up. We create relationships with our contacts in the media. By creating these relationships, we strengthen our

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venue's overall media relations and become someone media will be more likely to pay attention to when our story pitches hit their inbox.

- *Grassroots* is a marketing strategy we use to reach a targeted audience to encourage them to broadcast our message organically to a larger audience and thus, amplify our visibility in the marketplace.
- *Photo Gallery*. What image do we want people to have of our venues? We employ a professional photographer to take beautiful photographs of our venues for all venue marketing needs. We take strategic photos during various events and event empty to provide an opportunity for customers to picture themselves enjoying a given experience.
- *Reputation*. The reputation of our venues is invaluable. To increase our credibility and reputation locally, regionally, and nationally:
 - We are active in our industry's professional organizations.
 - We present at regional and national conferences/trade shows.
 - We are active in the local CVBs.
 - We join the local professional/business clubs.
 - We host local committee meetings.
 - We are listed in local, regional, and national business/trade directories.
 - We offer venue tours and menu tastings.

Conferences, Conventions and Trade Shows

We will promote the facility and local area for small regional and national conferences and trade shows by doing the following:

- Support the cooperative efforts with the CVB in sales missions regionally to attract small business meetings. Networking examples and business opportunities generated to enhance events and programming: Economic Development, Service Club, Sports Clubs, Civic Organizations and Non-Profits
- Align with the CVB sales approach to offer one stop shopping
- Offer multi-year commitments to existing clients
- Attend trade shows/conferences as a partner with the CVB
- Respond quickly to leads and meet regularly with the CVB team and hotel partners to exchange ideas, review the event calendar, booking procedures, processes, current business model challenges, status of outstanding proposals, and booking challenges. Discuss marketing and sales initiatives for the area
- Strategically work with the CVB to sell the local area and the venue together.
- Initiate a program with the CVB to develop off-season small/medium sized meetings
- Develop new booking incentives for events that contribute to the local economy in partnership with the CVB to include flexible pricing for facility rental and ancillary services based on group size, room nights, and other impact factors

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- Work with the CVB and key industry partners in the city to promote the City's development
- Direct capital improvements to the venue that will appeal to today's meeting and event planners
- Establish consistent travel to state and regional feeder cities to grow business streams
- Prospect financially strong organizations that have the resources to book significant meetings
- Host open house site visits with our local companies and associations to showcase the venue, emphasizing the flexibility to accommodate small groups of many different types of events

Small Meetings

We will enhance the Center's small meeting bookings by building and promoting our reputation:

- Specifically target high volume producers of small to mid-size meetings
- Target organizations within a local drive market focusing on smaller state-wide and regional meetings, as well as industries most likely to recover quickest
- Book repeat meetings as repeat business
- Work closely with our hotel and other industry partners to offer meeting space when their venue is unable to accommodate and vice versa
- Work with the in-house catering team to design special cost-effective menus to attract groups that have tight budgets
- Offer incentives to annual/repeat clients to rebook *on the spot* offering discounts, complementary coffee breaks, or complementary ancillary equipment
- Utilize free sales apps (10-times) and websites like The Trade Show Network to research new business. Research what events other venues are hosting and connect with that event organizer to bring the opportunity to the venue.
- Work with third-party meeting planners and referral companies for leads
- Target *hot dates* to market to meeting groups that can use the facility at non-peak times with discounts and incentives
- Offer employee incentives to bring in new business opportunities. Once actualized the employee receives an incentive based on the pre-determined revenue goal.
- Work with the local Chamber of Commerce on mixer events where the venue can host the event with a cocktail reception for local business owners
- Have open house site visits with our local companies and associations to showcase the facility
- Sales team to spend a few mornings a month visiting local corporations, taking them coffee and freshly baked goodies from our kitchen
- Create meeting packages to target events with room rental only

Public and Consumer Shows

Explore new opportunities for shows currently in other markets. These shows typically contract multiple dates within one year and return annually. Some shows are flexible with



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their dates and space, which allows the venue to book these shows during slow non-peak months. The goal is to book 3-5 new public/consumer shows and grow attendance at existing shows.

- Work with other VenuWorks-managed facilities to share contacts of show producer
- Work with museums on bringing touring/traveling exhibits to our venue and routing throughout the VenuWorks network. Collaborate with local market partners such as museums, schools and other institutions to co-promote these traveling exhibits
- Work with show producers to add a *Kid's Corner* to draw more families and provide activities for kids while parents engage with the show
- Work with contacts in the business to introduce us to contacts for other shows.
- Identify and book consumer shows that are not currently in the market
- Attend The Society of Independent Show Organizers. SISO members include companies, corporations and other for-profit entities that own, produce or provide full-service management of face-to-face trade shows, consumer shows, expositions, conferences and similar events as a substantial part of their business.
- Attend The National Association of Consumer Shows. The primary purpose of a consumer (public) show is to bring consumers together with the sellers of goods and services. Consumers benefit from the diverse product mix, expert advice, education and entertainment. Sellers benefit by consumer purchases, product and brand awareness, public relations, research and development and product testing. A consumer show or public show is an event that serves specific industries or interests open to the public. They include home shows, car shows, reptile shows, sportsman shows, jewelry shows, computer and technology shows, craft shows, hot tub & spa shows, and many others large and small. This segment is a key focus area for short term revenue generating events.
 - Exotic Pets, Guns and Knives Show, Hot Tub & Spa Show, Vintage Trixie Show, Cat Show, Cigars & Cars, Fishing Flea Market, Holiday Crafts, Bridal Expo, Hair Show, Hair & Wellness Expo, Comic Con, Various Job Fairs

Banquets and Social Functions

Focus on increasing our food and beverage sales with deluxe all-inclusive wedding packages and new event catering menus. Generate an average of 10 social/banquet bookings per month.

- Partner with show promoters like local bridal show producers to grow events and create video shoots and social media posts to highlight the facility as the perfect wedding venue
- Participate in local business-to-business expos (Bridal, Chamber, etc.) creating booth décor and themes, offer food samples, and incentives to book
- Have a cookie sales blitz visiting local companies (research new businesses through the Chamber) targeting holiday and other events
- Sales blitz to local educational institutions targeting school formal events, proms, and reunions
- Spotlight weddings at the venue via social media and email marketing

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- Create engaging videos through Canva and Spark Video to increase interest in bookings
- Create incentives based on consumer needs
- Increase pricing (rental, ancillary, food) to compensate for increased food costs while keeping in line with similar venues and their offerings.
- Work with hoteliers on packages to increase sales during down periods. (i.e. include a bridal suite and room discount for family and friends from flagship hotel in all-inclusive packages).
- Utilize social media outlets to share customer experiences.
- Have preferred in-house vendors to provide one-stop-shop services for our *Deluxe All-Inclusive* package (Decorator, D.J., photo booths, floral, centerpieces, chocolate fountain, etc.)
- Increase catering and operation equipment to meet the needs of multiple events requiring the same setup

Amateur and Youth Sports/Dance/Cheer Competitions

Work with the CVB on sports events, and to stimulate growth in the number of visitors participating in and attending these events. Generate 4-8 new site visits each year and book 2-4 new amateur, youth, and dance/cheer events.

- Develop target customer list to prioritize new lead generation for potential target youth sport events such as archery, badminton, bocce, darts, dodgeball, fencing, gymnastics, health and fitness, martial arts, pickleball, and table tennis
- Develop a dance/cheer target customer list to prioritize lead generation for dance and cheer events such as: Target Varsity, which comprises the leading organizations and 32+ brands in the various cheerleading segments, including its educational camps and clinics, competitions, and uniforms
- Solicit local dance/cheer groups
- Focus on partnership with schools in the region to facilitate leads for coach's clinics, banquets, etc.
- Target groups dedicated to producing health and sports supplies to solicit supply or trade shows or other information driven events.
- Work with the CVB to solicit state and regional sporting events that would be a good for the Center.
- Offer rebates and incentives for dance/cheer camps that create room nights.
- Solicit leads for cheer and football banquets.
- Offer complimentary setups and rehearsals.
- Work with the CVB on offers/rebates for new bookings
- Attend the TEAMS conference to solicit sports events organizations.

Create In-House Events

Create unique events for the community maximizing the benefits to the region. Special in-house created events have potential for additional revenue streams given the operational expenses of the events are paid for by trade deals, sponsors, and vendors (food & other) offering the community a wide variety of entertainment.



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Create successful self-promoted events that will embrace the local culture, provide community engagement, and enhance the economic impact.

- Obtain trade deals, sponsors and vendors to cover the operational costs of the event.
- Incorporate local charities and create a raffle with 100% of the proceeds going to a charity.
- Seek strategic partnerships with area promoters to co-host new events.
- Target media groups who can offer sales support, in-kind media, and other event support.
- Canvas current market special event and festival offerings. If not already in the market, consider local food festivals (Wing Fest, Grilled Cheese, Ice Cream).
- Collaborate with meeting planners and promoters to bring ticketed events. (Jazz concerts, comedy, and live entertainment).

Annual Events

Our focus is to build events and program events that become annual events. Events that happen on an annual basis become engrained into the community and help to mold the venue's identity. Repeat events become what people expect at a certain time of year and plan for and create valuable sponsorship opportunities for the venue. Here is one such event from another VenuWorks community.

Three Rivers Tattoo Convention - Kennewick, WA

At the Three Rivers Convention Center we have developed an annual Tattoo Convention that brings tattoo artists and enthusiasts together from all over the region. Created in 2009, the event continues to grow every year

Community Involvement

While we excel at venue management and marketing, we also recognize the role of the convention center in the daily lives of all who reside in Fargo. We will encourage our VenuWorks team members to become active participating members of various civic and local organizations in Fargo. We community involvement by our VenuWorks' staff members in each of the communities we serve.

In Kennewick, WA VenuWorks Executive Director Corey Pearson, serves as First Chair on the Executive Committee for the Tri-Cities CVB. Additionally, the venue partnered with local agencies to create events including Christian Congregations of Jehovah Witnesses, The Washington Association of Wine Growers, and The Pacific Northwest Potato Growers.

The Vicksburg Convention Center and the Convention & Visitors Bureau are partners in co-hosting a weekly radio show and city TV show. These local fan favorite shows discuss the many local events in and around Vicksburg, MS. They also work together on sales calls several times throughout the month, attend association lunches together, co-host a charmer's luncheon to attract new business, and present at conventions and tradeshow. In addition to providing name tags and visitor bags with brochures for meetings, conventions



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and conferences, the CVB assisted in the purchase of a 42-passenger motor coach to shuttle convention attendees to and from local hotels.

FOOD AND BEVERAGE SERVICES

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

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

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

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



Quality Is Priceless

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

1. Financially it provides the most upside potential for the venue, significantly improving the net departmental profit earned. There are no subsidiaries requiring their own profit lines resulting in reduced profits.
2. Our financial reporting is transparent and our accountability to the client unfettered. We proudly stand behind our service standards.
3. The in-house operating model creates the greatest flexibility in negotiating event/convention business terms since no third-party guaranteed percentage influences the financial negotiation.

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

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

Policy and Procedure

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



- Delivering products and services of the highest quality, including menus, portions, and pricing that creates positive and lasting customer relations
- Implementing internal controls to safeguard inventories including receipt, storage, and physical count processes
- Delivering F&B products and services of the highest quality, with menus, portions, and pricing that creates positive and lasting customer relations
- Direct and open communication from our collective kitchens to our Vice President of Food and Beverage Services, ensuring standards are maintained and all operational concerns are addressed

Maximizing Profitability

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



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

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



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

Premium Bar Services

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

Full-Service Catering

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



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Concessions Services

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

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



MAINTENANCE AND REPAIR

Every staff member in a public assembly facility should be a representative of the maintenance and housekeeping department, reporting repairs and custodial problems observed throughout the facility. The manager should personify this attention to detail. For good managers, it becomes second nature to pick up trash or straighten out lobby furniture as they walk through their buildings. When other staff members see that, they know the commitment to cleanliness starts at the top.

The process for achieving effective maintenance and housekeeping programs typically includes the following steps:

- A work order procedure that identifies and reports items in need of maintenance, then tracks the order through to completion, and captures the expense for accurate reporting.
- An annual maintenance plan that identifies a schedule of maintenance for every area and piece of equipment in the facility. For example, the maintenance plan might include quarterly changing of filters, semi-annual inspection of roof-top HVAC units, and annual stripping and waxing of floors.
- A housekeeping plan that addresses daily custodial needs in areas such as lobbies, offices, and restrooms. This plan is usually executed by a relatively small crew.
- A post-event housekeeping plan that may involve dozens of crew members working overnight to clean up the venue, inside and out, immediately following the event before spills and stains become set-in and harder to clean up.

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In most locations, VenuWorks employs appropriately licensed facility maintenance staff to oversee on-going preventative maintenance. VenuWorks preventative maintenance schedules are developed to ensure all manufacture recommendations are observed.

VenuWorks also purchases maintenance contracts from reputable vendors to handle major HVAC systems, electrical and mechanical systems, elevators and escalators, and other systems requiring specialized knowledge to assure proper maintenance. Furthermore, VenuWorks meets all applicable codes, regulations, and standards, including but not limited to the State Building, ASHRAE, OSHA, ADA and Environmental Health and Safety codes, as well as other required codes for ventilation, temperature and safe working conditions. We reduce costs by minimizing operating expenses during reduced occupancy, using energy-efficient equipment wherever possible and utilizing maintenance practices geared to the effective operation of systems and equipment.

Operations

VenuWorks provides an Operations Manual that lays out all policies and procedures for facility maintenance, event set-up and daily operational practices. The manual contains general policy information covering everything from ADA accessibility to employee safety and security requirements and guidelines.

There are specific cleaning procedures, conversion and stagehand procedures, and maintenance and grounds procedure checklists and informational sheets available in our employee resources library made available to all full-time employees. These sections augment specific on-the-job training customized to each venue based on their needs. These resources are created and maintained by industry experts.

Each event setup is customized to the needs of the client. Everything from the layout of the space to the materials and equipment used is coordinated between the venue and the client. Estimates and planning are developed to accommodate each event with sufficient staff to manage the event needs. Once the event details are known, staff numbers and equipment needs are established. Throughout the event we have staff on-site to assist with any last-minute changes that may be required. Following the event our staff works with the client to get their equipment and materials out of the space. Once the client has left the venue, our staff strike the event space and reset it for the next event.

Policies and Procedures

The condition of the facility sets the tone for the guest's experiences. As such, VenuWorks maintains operating procedures for the buildings we manage that result in facilities that are clean, well-maintained and present a welcoming atmosphere. Whether hosting a concert, a music recital, a consumer show, or a conference, we owe each guest our best effort to meet their needs, solve their problems, and encourage them to return.



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Our corporate team works with the location maintenance and operations staff to ensure a comprehensive plan is in place and rigorously followed to care for each venue's assets; infrastructure, FF&E, facility systems, rolling stock and production equipment.

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



The attention provided by VenuWorks to the maintenance of our facilities has been recognized within the industry. Many of our client venues have been presented the Prime Site Award of Excellence from the Facilities Media Group for Venue Excellence. Award winners are selected by a panel of industry experts based on the physical and structural dynamics of the building, the venue staff, and the level of technology of its sound, lighting, and staging capabilities.

Event Management and Accounting System

VenuWorks has partnered with Momentus Technologies, the world's leading provider of venue management software. We are the only professional management firm with a single software platform for event booking *and* accounting. This allows us total integration of sales, scheduling, planning, executing, invoicing, and financial reporting. The system easily adds and removes events from the calendar and alerts staff of potential double-bookings. Drag-and-drop editing, automated email alerts, flexible reports, and custom forms provide a user-friendly platform to increase booking productivity. Powerful access controls ensure the venue's information is protected – internally and externally. The venue can build reports, from finance to resource planning to side-by-side avails. It quickly and easily prints out hold confirmations, downloads as PDF for sending, and exports to Excel.



VenuWorks Initiatives through Momentus

- Standardized tracking of revenues and expenses across all venues provides VenuWorks centralized report access to all venues' data and enables benchmark performance tracking.
- Effective internal controls provide real-time oversight of all location accounts.



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- Provides clear audit trail for revenues and expenses, ensuring adherence to GAAP procedures in all venues' processes and workflow.
- Maintains alignment with PCI Compliance standards for all online customer payments.

Event Services

To ensure guests will have an outstanding experience we provide seamless service delivery. Our employees, vast network of facilities, and unique resources help us achieve our goal of providing a top-quality and consistent event day experience for everyone who walks through the doors.

All staff at the venue will be cross trained to ensure that all service needs are met. All logistical aspects of the event are identified and communicated to staff and subcontractors through weekly event overview meetings. The event coordinator/manager oversees the event from start to finish. Our event management system tracks all expenditures, resources, and labor to accurately forecast event costs for the client. Managing expectations and hosting successful events requires teamwork, communication, and a trained and professional staff.

The underlying principles of our approach to event management are:

- Staffing with trained personnel who are properly deployed and professionally managed.
- Comprehensive security and crowd control procedures, integrating best practices learned from all our venues.
- Supervision of subcontractors to assure accountability and control.
- No Surprises - the client is fully informed of all aspects of their event; all charges are detailed and communicated prior to the event.

Scope Of Services

- Manage every aspect of events
- Point person for clients
- Manage third-party temp labor contracts
- Manage exclusive event audio visual services contract
- Create all event floor plans in an event diagramming program
- Contact for the Fire Marshal's office
- Staff all security, medical, police officers, and fire inspectors for every event
- Create and manage event budget
- Ensure clients abide by rules and regulations
- Collect event billing and work with finance to prepare event settlement

RISK MANAGEMENT, SAFETY AND SECURITY

All VenuWorks venues are required to create a security and crowd control plan to protect people, assets, building systems, and equipment in a manner consistent with professional venue management. Elements include an event safety plan, evacuation plan, incident



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reports, site protection measures, and surveillance systems. Because the security landscape is changing every day, VenuWorks continually evaluates and challenges our security programs by conducting various exercises throughout the year. This ensures the security programs safeguarding the Fargo Convention Center and its guests are protected using the latest information, tactics, and technology.

The Fargo Convention Center security operations will be managed under the following best practices guidelines and include specific responsibilities:

- Maintain daily journal documenting arrival times of employees, deliveries, visitors, and any problems or issues
- Screen all visitors and verify appointments with employees and maintain visitor logs
- Monitor activity in and around the facility and report to the Police Department (non-emergency line) any suspicious or illegal activities
- Verify authorization and issuance of access keys and keypad access codes
- Verify authorization on any property removals based upon use policies in place
- Monitor all truck arrivals or other event related activities.
- Receive and log incoming packages. Track package until picked up by personnel
- Knowledge of facility crisis management plan
- Complete and catalog incident reports for any incident occurring on facility property
- Maintain a full telephone list of all employees and emergency city departments such as police, fire, bomb squad, and EMS

General Venue Security & Control Checklist

- All doors are of a sufficiently solid nature and adequately secured against potential threats
- All locks, bolts and other door furniture meet the necessary standards for the level of risk
- Inspect locks frequently to ensure that they are in full working order
- Check whether the locking-up procedure of the premises is under the control of reliable full-time staff
- When the external doors of the premises are closed, the keys must be removed from the premises or adequately supervised and protected
- The frame structures of the windows are fully secure and intact
- Glass in all windows must meet security standards

Contractor Check-In

- Report to the Admin Reception Desk to check-in and sign the visitor's logbook
- Report to operations manager at the beginning of each shift
- Report how many people will be working at site and deliver a written inventory for any tools and equipment that will remain on site overnight
- Report expected work schedule and potential hazards/area restrictions created during project

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Employee Check-In

- Employees report to work through the designated employee entrance located at the Back Hall door or Administration Office door. A time clock is located just inside the Back Hall door for employees to use. Administration employees that enter through the Administration door are required to enter their time using their desk computer system. Only scheduled employees are to enter the facility prior to doors opening.
- Supervisors will assign employees their duties for the day or event. When the duties are completed, the employee is signed out only when the supervisor informs the employee that they are done. The employee will not leave until instructed to do so by the supervisor and clocks out. If the employee leaves before she/he is signed out, the supervisor will clock the employee out at their discretion.
- Once the employee has signed out, the employee should pick up their belongings and leave the building as soon as possible. An employee that has signed out or is off duty cannot enter the building unattended. The off-duty employee must enter through the Administration door entrance and sign in.

Temporary Labor

- All temporary labor will enter through the designated employee entrance and must report to the manager or supervisor for the department that they are assigned to.
- The preprinted work order will be presented to their manager or supervisor to note arrival time. At the end of the work shift the department manager or supervisor will note the end of shift time and sign the work order before giving a copy to the temporary worker.

Guests, Clients, Vendors

All guests, clients and vendors will enter through the Administration Office door and sign in noting reason for visit. All guests, clients and vendors will be escorted through the building to meet with specific employees. This main entrance is kept secure and locked and guests must knock on the door to be let in by the receptionist.

Event safety plan

- Ensure the client and staff know of all emergency exits
- Ensure staff have the proper AED training and know where the defibrillators are located in the facility
- Maintain all exits and aisles free from obstruction
- Test emergency systems as needed or prior to each event and follow through on operation pre-event checklists

Incident Reporting

- Employees must file an incident report for all incidents
- If the police department is also called, the incident report should be attached to a copy of the police report
- Lost or stolen items must be reported to administration office

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Loading Dock Procedures

- The loading dock must be kept clean, free of pallets, trash cans, and debris at all times
- All forklifts and other machinery must be parked in their proper places when not in use
- The venue's non-smoking policy includes the loading dock area

Site Protection Measures

- Venue must maintain strict control of the perimeter access points
- Access to the venue premises must be designed to direct movement through the desired areas. Fire hydrants must comply to local code

Storage Of Freight and Receiving Policy

- The operations staff oversee the reception of all items delivered to the loading dock
- The venue must not receive any item designated for an event that has already occurred
- The storage of materials and equipment must never impede operating space, workshops, offices, electrical or telephone closets, storage rooms, stairwells, security cameras, exit doors, and dock levelers
- Freight containers should be stored on trucks/vehicles whenever possible
- Service providers must store their freight containers on the outside loading dock

Surveillance Systems

- Operate the surveillance system within the physical and practical boundaries that includes video cameras as well as regular walking rounds and inspections
- Security cameras should record the movement at all entrances and exits whenever possible
- Access to the automated systems controls must be restricted to only the most trustworthy and capable employees
- Each user must have his or her own account and is not permitted to log-in using another user's information
- Accurate user logs must be maintained to provide an accurate history of use
- Physical access (i.e. keys to venue systems) must be restricted to only those employees who need access to the systems
- Whenever possible access to the venue's physical systems must be restricted by locks, doors, walls, fencing, and accompanied by the proper signage
- The venue security and control plan is an integral part of the new employee and in-house training program of the department
- All training is documented with dates, topics discussed, and attendance