



OPERATIONS PROPOSAL

MARCH 27, 2025



SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 1: COVER LETTER



City of Fort Pierce
Attn: Evaluation Committee
100 N. U.S. Hwy. 1
Fort Pierce, FL 34950

Dear Members of the Evaluation Committee,

It is with great enthusiasm that VenuWorks submits this proposal to serve as the concessionaire and management partner for the Sunrise Theatre in Fort Pierce, Florida. With nearly three decades of experience operating historic venues across the country, we are uniquely positioned to honor the cherished legacy of this community landmark while elevating it to new heights as a cultural, economic, and social hub for the City of Fort Pierce.

The Sunrise Theatre is more than a performing arts venue—it represents the history, identity, and aspirations of Fort Pierce. Our approach will be focused on bringing exceptional programming, maximizing operational efficiency, and driving financial success, while ensuring the Sunrise Theatre remains an accessible and affordable resource for your residents.

VenuWorks specializes in managing and revitalizing historic theatres, balancing historic preservation with modern operations. Many historic theatres we manage have undergone thoughtful restoration under our stewardship, ensuring their legacy while transforming them into vibrant centers that serve today's audiences. VenuWorks will apply this expertise to the Sunrise Theatre, celebrating its historic charm while realigning its operations to meet the needs of Fort Pierce's growing and evolving community.

We are committed to curating diverse, thought-provoking, and community-centered programming that attracts visitors while reflecting the unique identity of the communities we serve. For example, at the Rialto Square Theatre in Joliet, IL we introduced Reels at the Rialto, a classic and family-friendly movie series priced at just \$5 per ticket, leveraging underutilized dates while providing an affordable, enriching experience. This program is directly transferable to Sunrise Theatre, capitalizing on your recently installed projector while offering year-round, affordable events for families, retirees, and other residents.

Through our in-house booking division, VenuWorks Presents, and strong national partnerships such as those with Nederlander, we have the resources to bring touring Broadway shows, national acts, and concerts to markets similar in size to Fort Pierce. We will complement these offerings by spotlighting Fort Pierce's vibrant culture, from celebrating the Florida Highwaymen painters to curating hometown talent for local feature events.

Private events such as weddings, parties, and receptions are a critical opportunity to maximize the use of the Theatre on low-demand days. We have successfully increased private bookings year after year at comparable theatres. For the Sunrise Theatre, we envision opportunities in key spaces, such as the Theatre's Black Box, historic lounge, and catering/meeting rooms, wherein we can turn these versatile venues into high demand spaces for private functions. Our strategic marketing approach, coupled with enhanced amenities will transform the Theatre into a sought-after destination for upscale events, driving new revenue streams and fostering deeper community engagement.

Enhanced concessions transform the patron experience while significantly boosting revenue. We have experienced a 47% revenue increase in one year simply by revising menus, introducing new

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kiosks and POS systems, and leveraging our strong vendor partnerships. We propose a similar approach at the Sunrise Theatre, evaluating and modernizing your concessions operations to align with patron tastes, streamline operations, and increase profitability. Furthermore, modest upgrades to the current kitchen infrastructure could unlock additional opportunities for catering private events and hosting food-based programs, adding another layer of value to the Theatre's offerings.

Fort Pierce's charm lies in maintaining its affordability while creating vibrant opportunities for its residents. VenuWorks core belief aligns seamlessly with this vision, by curating programming that is accessible to all socioeconomic groups while bringing more residents downtown through affordable event options. Paired with Fort Pierce's innovative Freebee transportation service, these initiatives will enhance accessibility and increase year-round activity for the community.

VenuWorks is the only 100% employee-owned facility management company in the United States, and our team serves as an active, invested partner in the communities we manage. We go beyond the walls of the venues to collaborate with local businesses, volunteer with nonprofits, mentor youth, and participate in grassroots initiatives. At the Sunrise Theatre, we will work closely with Fort Pierce's diverse communities to ensure programming and operations speak to their unique needs and aspirations. Additionally, our operating model incorporates sustainability practices and prioritizes using local purveyors whenever possible, supporting the City's goals for cultural integrity and environmental well-being.

Our role as a financial steward is evident in our venues, VenuWorks has a proven history of reversing deficits, turning losses into gains, and reducing the financial burden on cities, communities, and taxpayers. We create financially self-sustaining entities that thrive as cultural and economic hubs. In similar sized markets in Illinois, Iowa, Alabama, Indiana, Kansas and Washington State, we have transformed deficits into sustainable profitability through operational improvements, diverse programming, and innovative revenue streams. We are confident this expertise can bring long-term financial stability and cultural prominence to the Sunrise Theatre.

For over a century, the Sunrise Theatre has stood as a beacon of artistry and community pride in Fort Pierce. VenuWorks is honored by the opportunity to partner with the city to preserve this exceptional venue while exploring its untapped potential. Together, we can reimagine the Theatre as an inclusive and vibrant destination, expand its role as a cultural and economic driver, and ensure it remains a treasured institution for generations to come.

Thank you for considering VenuWorks as a partner on this exciting next chapter for the Sunrise Theatre. We are inspired by its history, committed to its success, and eager to help bring your vision to life.

Sincerely,
Thomas "Toby" Peters
Chief Development Officer
VenuWorks
Phone: 515-231-3812

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UNDERSTANDING AND ASSUMPTIONS

Our projected operating budget and our proposed compensation are based on a variety of factors that we see as critical to understanding the success we can bring to the venue. In this section we will first identify the factors that contributed to the budget we developed. Next we will lay out the projected budget for the venue based on what we can bring over the next five years. Lastly, we will layout our proposed compensation.

KEY FACTORS:

- Competition:
 - King Center in Melbourne, FL
 - 2,106 seating capacity
 - MidFlorida Credit Union Event Center in Port St. Lucie, FL
 - 1,200 seating capacity
- Demographics of Fort Pierce (from City-Data.com):
 - Fort Pierce population: 48,000+ (increase of over 28% since 2000)
 - Median household income: \$42,769
- Sunrise Theatre Capacities:
 - 1,200 seat Sunrise Theatre Mainstage, 210 seat Black Box Theatre

GENERAL:

1. This is a proposal for private management of a 1,200 seat historic theater. Private management does not assume ownership of the facility. Obligations for property insurance, capital repairs and replacement of obsolete furniture and equipment, and funding for operating losses remain with the owner.
2. This is a projected Profit & Loss (P&L) based on multiple significant variables. It is for discussion purposes and is not a guarantee of actual results.
3. Attendance figures estimated based on VenuWorks industry experience and researchable market history.
4. The overall staffing mix is based on "stand alone" third party-operating model.
5. Food & Beverage revenues based on all services provided by VenuWorks including during Primary tenant events.
6. Concert and Family Show event load projected based upon typical staging, rigging and show production capability.
7. Proposal does not include any revenue or expense for operating parking lots.
8. Proposal assumes that donations and memberships can continue to be accepted by FPRA since VenuWorks does not operate as a not-forprofit organization.
9. Focus of proposal is to increase annual event load from 75 to approximately 110 events per year with new focus on community, corporate and weddings.

REVENUES:

1. Building (Event) Rent is based upon industry standards, and VenuWorks' experience in similar facilities.
2. Facility Fees range of \$0 - \$3 per ticket have been included based on type of event.
3. Ticket Rebates and Order Fees estimated based upon existing TicketMaster contracts with other managed facilities.
4. Merchandise income is assumed to net the complex a return of 20% of Gross Sales.

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SECTION 3: PROJECTED OPERATING BUDGET AND COMPENSATION



5. Food & Beverage Income from events and catering is included as revenue and no third parties have been contracted.
6. No parking fee revenues have been included.
7. Reimbursed Event Expenses based upon VenuWorks' experience in similar facilities.
8. Proposal includes Contractually Obligated Income (COI) for Naming Rights, Display Advertising, and Event Sponsorships.
9. Proposal assumes available advertising inventory consistent with similar sized facilities with primary tenants under management.

EXPENSES:

1. Personnel Services based upon typical Full-Time staffing in VenuWorks arenas and overall Employer Paid Taxes & Benefits.
Proposal assumes existing FT and PT staff will transfer to operating payroll of facility.
Proposal provides a "maximum" staffing scenario that will not be fully staffed until event revenues demand full support.
2. Support and Part-Time Labor includes all Employer Paid Taxes & Benefits.
3. Promoter rebate, event expenses based upon market and industry conditions and VenuWorks' experience in similar facilities.
4. General & Administrative, Occupancy, and Other Indirect Expenses estimated based on VenuWorks' experience.
5. Insurance Cost based upon VenuWorks' experience at similar facilities:
 - General Liability, Auto, Inland Marine, Crime, and Umbrella coverage are included.
 - Does **NOT** include Property Insurance or Property Taxes.
6. Most operating expenses (excluding one time start-up costs) are projected to increase at a rate of 3% per year.
7. Capital Equipment Expenditures, and any applicable Debt Service, Depreciation, or Amortization are **NOT** included.
8. Proposal includes expense for all Utilities, as well as, Pest Control, Snow Removal, and Grounds Maintenance.

PROGRAMMING COMPARISON

To project the event load we have compared the last two years of events at the Sunrise Theatre to events we had at our venues during the same time period.

- Sunrise Theatre -1200 seats - Fort Pierce, FL
 - 153 total events
- Paramount Theatre – 1675 seats – Cedar Rapids, IA
 - 155 total events
- Rialto Square Theatre – 1971 seats – Joliet, IL (SW Chicago Suburb)
 - 223 Total Events
- North Shore Center for the Performing Arts – 867 seats – Skokie, IL (N Chicago Suburb)
 - 209 Total Events
- Victory Theatre – 1921 seats – Evansville, IN
 - 138 Total Events
- Ames Center – 1014 seats – Burnsville, MN (S Minneapolis/St Paul Suburb)
 - 169 Total Events

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SECTION 3: PROJECTED OPERATING BUDGET AND COMPENSATION



PROJECTED OPERATING BUDGET – CONSOLIDATED P&L

Annual Number of Events	105	107	110	114	117
Estimated Attendance	66,300	67,626	69,655	71,744	73,897

	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE
Revenue	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL
Net Ticket Sales	1,612,150	1,660,514	1,710,329	1,761,639	1,814,489
Building Rent/Reimb	1,233,849	1,258,526	1,296,282	1,335,170	1,375,225
Co-Pro Revenue	44,050	44,931	45,830	46,746	47,681
Facility Fees/Rebates	316,456	325,950	335,729	345,800	356,174
Concessions and Catering	363,738	374,650	385,889	397,466	409,390
Merchandise	24,293	24,778	25,522	26,287	27,076
Naming Rights	0	100,000	103,000	106,090	109,273
Advertising & Event Sponsorship	30,000	30,900	31,827	32,782	33,765
Memberships and Donations	125,000	128,750	132,613	136,591	140,689
Total Revenue	3,624,535	3,820,249	3,934,407	4,051,981	4,173,073
Cost of Goods - F&B	94,572	112,395	115,767	119,240	122,817
Artist Expense - Ticket Sales	1,612,150	1,660,514	1,710,329	1,761,639	1,814,489
Personnel Services Expense	693,565	714,372	735,803	757,877	780,614
General & Administrative	55,500	57,165	58,880	60,646	62,466
Occupancy Expense	292,500	301,275	310,313	319,623	329,211
Services & Operations	93,800	96,614	99,512	102,498	105,573
Event Expense	622,055	640,717	659,938	679,736	700,128
F&B Expense	15,000	15,450	15,914	16,391	16,883
Total Operating Expense	3,479,141	3,598,502	3,706,457	3,817,650	3,932,180
Gross Operating Profit	145,394	221,748	227,951	234,331	240,893
VenuWorks Management Fee	108,824	119,569	120,636	121,735	122,867
Net Operating Income	36,569	102,179	107,315	112,596	118,026

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SECTION 3: PROJECTED OPERATING BUDGET AND COMPENSATION



PROJECTED OPERATING BUDGET – PROJECTED STAFFING

FULL TIME LABOR POSITIONS:

- Executive Director
- Director of Marketing and Development
- Business Manager
- Technical Director / Facilities Manager
- Food and Beverage Manager

PART TIME SUPPORT LABOR

- Ticket Office
- Administration
- Operations



VENUE MANAGEMENT COMPENSATION AND CONTRACT TERMS

SCOPE OF SERVICES: VenuWorks proposes to provide comprehensive management services, including financial administration, HR, programming, marketing, operations and food/beverage services.

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

BOOKING POLICY: VenuWorks will work with the City and Stakeholders to develop a mutually acceptable booking policy detailing the priorities and conditions under which events will be booked at the theatre, protecting the booking priorities of the current annual activities.

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

OPERATING EXPENSES: All operating expenses will be borne by the City through the operating account of the venue.

TICKETING: VenuWorks will coordinate the execution of a separate Licensed User Agreement between Ticketmaster and the City, allowing the venue to utilize the preferred terms available through VenuWorks' national agreement with Ticketmaster. VenuWorks, with Ticketmaster, will provide free hardware, free software updates, and free access to TM marketing tools and analytics. VenuWorks will create and manage a separate box office account for all ticketed events. The venue will receive 40% of all customer service charges assessed to event tickets. Tickets sold for events promoted by VenuWorks will fall under VenuWorks' corporate Licensed User Agreement.

BASE MANAGEMENT FEE: VenuWorks proposes to collect a monthly fee of \$7,000 for the initial year of the contract. The fee will be increased in subsequent years by a percentage equal to the annual percentage increase in the Consumer Price Index.

VENUWORKS INVESTMENT: VenuWorks will invest \$50,000 into the overall Food and Beverage operations of the Sunrise Theatre.

- Food and Beverage Fast Service Grab & Go: \$10,000
- Portable Food and Beverage Stations **x4**: \$10,000
- Premium Service Bars **x4**: \$20,000
- Product Displays, Carts and Liquor Security Cages: \$5,000
- Food & Beverage Point of Sale Terminals **x15** (Including Premium In-Seat Services): \$5,000

COMMISSIONS AND INCENTIVES:

VenuWorks proposes to receive the following commissions:

- VenuWorks will receive a Commission equal to 6% of annual gross food and beverage sales. Commission payments will be due by the last day of the month following the month in which the commissions were earned.
- VenuWorks will receive a Commission equal to 10% of the gross revenue realized from signage and sponsorships secured by VenuWorks for spaces and activities in the venue. All sponsorships

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SECTION 3: PROJECTED OPERATING BUDGET AND COMPENSATION



will be subject to the City’s approval. Commission payments will be due by the last day of the month following the month in which commissions were earned.

OPERATING EXPENSES:

The term “Operating Expenses” shall mean the following and shall be, in all cases, subject to the Annual Budget:

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



TRANSITION PLAN

A primary concern in any transition is keeping staff members, clients, sponsors, user groups, and other stakeholders informed of what is happening and confirming to them their events will occur as planned, under the terms and conditions set out in their existing contracts. We will contact each user and event sponsor with information about the change in management, reassuring them that they have nothing to fear from the changes. In most cases, we hope to be able to tell them they will be working with the same staff as they had been working with before the management change. Our basic transition plan includes over 200 transition tasks, identified as departmentalized action steps.



Starting on page 12 is a detailed outline of the process to be completed by our transition team, under the direction of our Eastern Regional Vice President, in the 90 days prior to and after the commencement date of the contract. All expenses for this transition will be borne by VenuWorks. Together with our transition team we will work to ensure a seamless transition that will be completed by day one of the contract.

Many of the tasks listed can be accomplished remotely. Others, like enrolling incumbent staff in VenuWorks payroll and benefits plans, and recruiting additional staff, will require our staff to be onsite. For those functions we would ask the city to allow us the use of one of the Sunrise Theatre event rooms for a local office during the 90-day run up to the contract commencement date.

TRANSITION TEAM

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

Chief Operating Officer – Mike Silva

- Management Agreement finalization and direction of resources.

Chief Financial Officer – Tim Sullivan

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

Chief Marketing Officer – Tricia Gonyo

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

Eastern Regional Vice President – HR Cook

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

Vice President of Human Resources – Angela Bohlen

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

SUNRISE THEATRE OPERATIONS PROPOSAL
SECTION 4: TRANSITION PLAN AND TIMELINE



Vice President of Food and Beverage Services – Chris Carton

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

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

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

EXECUTIVE DIRECTOR

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



VenuWorks Transition Timeline

Task	90 Days Out	Department
<ul style="list-style-type: none"> Set up LLC with Articles Incorp, Org Minutes, Cert of Org, Operating Agreement, Consulting Agreement Venue 2025 F&B Operational Budget reviewed VenuWorks Liquor License and Health License application process begun with City, County and State. 		<p>Corporate Finance</p> <p>VP Food and Beverage</p> <p>VP Food and Beverage</p>
60 Days Out		
<ul style="list-style-type: none"> File for Federal Employer Identification Number (FEIN) Register new LLC as "Foreign Entity" in State of venue location Begin recruitment to hire Executive Director 		<p>Corporate Finance</p> <p>Corporate Finance</p> <p>Corporate Human Resources</p>
30 Days Out		
<ul style="list-style-type: none"> Notify insurance broker to add new location to applicable policies Obtain any necessary business license Obtain sales tax permit, and determine which taxes apply (State Sales & Use, Amusement/Admission Tax, Local Business Tax, etc.) Review org chart in proposal, refine job descriptions, set pay rates appropriate for market Contact PEO to set up new location, provide estimated annual wages by workers compensation classification code Review ticketing arrangement and establish Licensed User Agreement (LUA) with TicketMaster Perform a detailed review of the existing booking calendar and confirm all events and 'holds' 		<p>Corporate Finance</p> <p>Corporate Finance</p> <p>Corporate Finance</p> <p>Corporate Human Resources</p> <p>Corporate Human Resources</p> <p>Corporate Marketing</p> <p>Regional VP</p>
14 Days Out		
<ul style="list-style-type: none"> Provide insurance COI's to client and payroll provider Set up new local bank accounts (box office and operating) Request funding for cash flow from client Set up new account with software for calendaring, accounting and financial reporting Order checks, deposit slips, and stationery as needed Establish chart of accounts, determine format of monthly financial statements Confirm availability through PEO of employee handbook, Affirm Action statement, etc. Review existing collective bargaining agreements and provide guidance to Exec for new agreements Discuss procedure for installation of data IP's; box office computers/printers; ticket scanners Apply for credit card processing through Chase Paymentech and Amex Determine appropriate fiscal year timing for budget 		<p>Corporate Finance</p> <p>Corporate Finance</p> <p>Corporate Finance</p> <p>Corporate Finance</p> <p>Corporate Finance</p> <p>Corporate Finance</p> <p>Corporate Human Resources</p> <p>Corporate Human Resources</p> <p>Corporate Marketing</p> <p>Corporate Finance</p> <p>Regional VP</p>
7 Days Out		
<ul style="list-style-type: none"> Review ticketing policies and procedures and adjust for site specific information Issue media releases as necessary to announce change in management 		<p>Corporate Marketing</p> <p>Corporate Marketing</p>



0 Days Out

Corporate Finance

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

Executive Director

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

Operations

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

Corporate Human Resources

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

Regional VP

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

VP Food and Beverage

- Identify, Hire and Onboard retained key FT & PT staff members
 - Recruit/hire F&B support team to include event-based service supervisors list, runner, service, concessions and bar staff resource list, and Culinary Team resource list
- Operational F&B Equipment Inventory & Condition Audit completed.
 F&B area safety audit for existing bars, concessions, kitchens, suites and catering areas:
- Service arctics (mobile beverage troughs) and super arctics (large mobile beverage troughs)
 - Secure storage areas, storage carts, racks, shelving and flooring
 - Digital menu boards audit and programming
 - Status and sanitation of fountain dispensers and beer lines
 - Assess existing physical signage upgrades needed
 - Turn on and test all kitchen equipment, schedule for detailed deep cleaning & sanitizing or removal if inoperable
 - Receiving & storage equipment audit: pallet jacks, fork lifts, pathways, dry storage, alcohol storage, coolers and freezers storage
 - Ice machines drained, sanitized, tested and water filter changes
 - Inventory any turned over F&B product, paper or cleaning product, and all other equipment

SUNRISE THEATRE OPERATIONS PROPOSAL
SECTION 4: TRANSITION PLAN AND TIMELINE



Corporate Finance

7 Days In

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

Corporate Human Resources

7 Days In

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

Corporate Marketing

7 Days In

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

Executive Director

7 Days In

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

Operations

7 Days In

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

Regional VP

7 Days In

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



Corporate Human Resources

14 Days In

- Audit and assist first payroll transmission to PEO

Corporate Marketing

14 Days In

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

Executive Director

14 Days In

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

Operations

14 Days In

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

VP Food & Beverage

14 Days In

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

Regional VP

14 Days In

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

Corporate Finance

30 Days In

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

Corporate Human Resources

30 Days In

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

Corporate Marketing

30 Days In

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



Executive Director

30 Days In

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

Operations

30 Days In

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

VP Food & Beverage

30 Days In

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

Operations

45 Days In

- Evaluate computerized facility maintenance and asset management software platform



Corporate Human Resources

60 Days In

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

VP Food & Beverage

60 Days In

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

VP Food & Beverage

90 Days In

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

SUNRISE THEATRE OPERATIONS PROPOSAL
SECTION 5: REFERENCES AND COMPARABLE EXPERIENCE



REFERENCES

VenuWorks manages historic theatres that are similar in age, scope, and programming to the Sunrise Theatre. The contact information for three of our contract administrators, as well as details about the venues we manage, are provided below:

EVANSVILLE, IN

Contract Administrator
Randy Alsman
Evansville Redevelopment Commission
812-421-3208
dcm@dcmol.com



JOLIET, IL

Contract Administrator
Robert Filotto
Chair of Will County Metropolitan Exposition & Auditorium Authority
815-741-9738
rfilotto@rialtosquare.com



CEDAR RAPIDS, IA

Contract Administrator
Abhi Deshpande
Finance Director
319-286-5097
a.deshpande@cedar-rapids.org

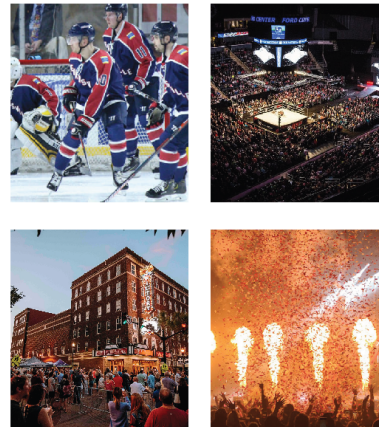


On the following pages are case studies detailing our comparable venue experience from these locations and the partnerships we have developed with our clients.



Enhancing Entertainment and Community Excellence in Evansville

VenuWorks has partnered with the City of Evansville since 2010 and was instrumental in launching the \$127.5M Ford Center, providing pre-opening, opening and on-going management services, establishing it as Evansville’s premier sports and entertainment hub. Following its success at the Ford Center, the City of Evansville invited VenuWorks to manage the historic Victory Theatre and the F&B service at the city-owned Mesker Park Zoo. The Ford Center will see major upgrades in 2025 with a \$7M investment in technology and facility improvements.



Solutions That Drive Success

In Evansville VenuWorks has met challenges head-on with innovative solutions that enhance each venue:

Securing A Key Hockey Prime Tenant

VenuWorks took the unprecedented step of purchasing and establishing the Evansville Thunderbolts (SPHL) as the Ford Center’s primary hockey tenant.

Mastering Complex Event Conversions

Managing multiple back-to-back events requires meticulous planning and execution. VenuWorks regularly manages quick conversions of the Ford Center Arena hosting ice hockey games, basketball tournaments and concerts within the same 24-hours.

Stay Relevant: Employ Cutting Edge Technology

The Ford Center will undergo major upgrades in 2025, including a \$3 million 360-degree scoreboard and ribbon board, and a \$4 million renovation of concession areas and add frictionless technology to improve the guest experience, boost revenue and eliminate wait times.

Downtown Revitalization

Ford Center’s opening in 2011 and continued success is a major driver for Evansville’s revitalized downtown district. \$150M private investment and construction has occurred in the area around the Arena since it opened.

Preserving History

VenuWorks spearheaded an initiative to replicate the Victory Theatre’s historic marquee. By raising over \$200K and securing grants from the State of Indiana, VenuWorks installed a replica of the 100-year old marquee, a source of civic pride.

Navigating The Pandemic

VenuWorks adeptly navigated federal and state programs, securing Paycheck Protection Program (PPP) loans, SVOG, ERTC credits and state grants for \$7.4M sustain operations and support employees.

Management Solutions

VenuWorks supports the City of Evansville by managing operations for its venues, including operations, marketing, programming, sponsorships and F&B services. Their key achievements for the community are:

- Ford Center Serves 425K Patrons Annually.
- Programming Top Tier Events
- Generating Fixed Revenue of \$2M Annually for Suites & Sponsorships
- Economic Impact of \$200 Million.
- Home of the Evansville Philharmonic.
- Fundraising \$200,000 for Victory Marquee.

Economic Impact

VenuWorks has delivered outstanding returns for the City of Evansville. In 2024: Evansville venues generated \$200 million in annual economic impact and attracted over 500,000 attendees across over 150 events.

Engaging The Community

VenuWorks staff stay connected to the community by volunteering for local charities like Habitat for Humanity and Mickey’s Kingdom. They also raise \$20,000 annually for regional nonprofits through hockey events. Local community organizations benefit from volunteering to staff concessions at events, raising an impressive \$110,000 each year.

Hosting Premier Sporting and National Events

- Thunderbolts SPHL Hockey Franchise Home Games
- University of Evansville Purple Aces Home Games
- NCAA Division II Men’s Basketball Championship
- Ohio Valley Conference (OVC) Basketball Tournament
- Cheer Derby Competition
- Concerts: Elton John, Jelly Roll, Carrie Underwood

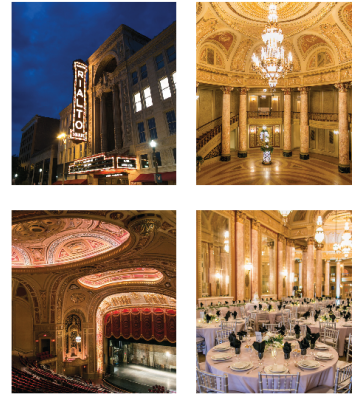
Community Events

- Guns & Hoses Charity Boxing
- Deaconess of the Year Gala
- Evansville Philharmonic
- Thunderbolts Hospital and School Visits
- Victory Theatre International Film Festival
- Disney On Ice



Preserving History: The Jewel of Downtown Joliet

The Rialto Square Theatre, in the heart of downtown Joliet, IL, has been a cultural landmark since opening in 1926. When VenuWorks took over management in 2016, the theatre faced financial and operational challenges, including unpaid accounts and reduced staffing. Recognizing its importance to the community, VenuWorks quickly worked to restore operations and ensure financial stability. VenuWorks made the preservation of architectural landmark features, and venue repair and maintenance a top priority. Originally a vaudeville and movie palace, the Rialto has once again become a vibrant local gem, hosting concerts, plays, and community events, all while keeping its historic charm.



Turning Challenges Into Opportunities

Upon assuming management, VenuWorks faced severe financial and operational difficulties.

From Deficit To Profitability

When VenuWorks took over management, the theatre's financial outlook was dire. Within eight years, the deficit was entirely reversed, and the venue achieved profitability, with 2024 marking a net-positive year.

Transparency & Financial Confidence

VenuWorks' financial success allowed the annual city stipend, previously allocated for operational costs, to be redirected exclusively toward capital improvements. Rialto Square Theatre now operates independently, demonstrating VenuWorks' expertise in financial stewardship and operational excellence.

Addressing Infrastructure Inefficiencies

One of VenuWorks' first priorities was to address the theatre's long-neglected maintenance needs. Several high-impact capital improvement projects were undertaken to ensure the venue's longterm sustainability including:
 \$5M Roof & Masonry Replacement in 2023
 \$1M Restroom Renovation in 2024
 Comprehensive \$8.5M HVAC System Replacement in 2026
 Funded by grants, fundraising, and venue resources, showcasing a collaborative approach to major projects

Diversifying Programming

Leveraging our in-house booking division and the proximity to the greater Chicago area, VenuWorks introduced a more strategic mix of events. Targeting audiences from southern Chicagoland, the venue offers a convenient alternative to downtown Chicago, sidestepping the challenges of high costs, congestion, and safety concerns.

Transforming Concessions

Subpar concessions and staffing issues caused problems. VenuWorks revamped F&B, improving options and profits, leading to a \$1.5 million revenue boost between 2023 and 2024. Shorter lines, happier staff, and better customer satisfaction are a key part of the theatre's success.

Management Solutions

Under VenuWorks leadership, the Rialto's resurgence has been felt citywide. Enhanced programming, stronger ticket sales, improved concessions, an engaged community and increased out-of-town visitors contribute to the Rialto Square Theatre's turnaround.

- Deficit Reversal
- Diverse & Increased Programming
- Increased F&B Revenue
- Increased Attendance
- Capital Improvements
- Historic Preservation

Financial Success

VenuWorks has delivered outstanding returns for the City of Joliet:

- Reversed a net operating loss of -\$870K in 2017 to a net profit of \$215K in 2024.
- Revised menus, new POS & Partnerships Bars & Kiosks grew concessions by 47% , from \$527,667 in 2023 to \$841,947 in 2024.
- Attendance grew by 40% from 109,175 in 2023 to 140,746 in 2024
- Hosted 60 shows, 29 Weddings and 60 Other Events in 2024.

Community Engagement

The Rialto Square Foundation, a 501(c)(3) organization, raises \$150K annually to support this vital community institution, funding solutions like high-end portable bathrooms during renovations to keep programming uninterrupted. Our *Reels at the Rialto* program offers family-friendly films in an iconic setting for just \$5 per ticket, blending nostalgia and affordability.

Hosting Premier Concerts and National Events

- Illinois Rock & Roll Museum Hall of Fame Induction Ceremony
- Reels at the Rialto
- National Dance Competitions
- Home for the Holidays Program (8-10 Events)
- Concerts: Hairball, Nutcracker, Cirque, Night Ranger
- Rialto Wedding Expo

Community Events

- Rialto Square Theatre Foundation
- Joliet City Center Partnership
- Merry & Bright Christmas Tree Lighting
- Joliet American Legion Band Concert
- Teddy Bear Tea
- IL Naturalization Ceremonies
- Fundraising - 1926 Campaign



VenuWorks' Transformative Impact on the Cedar Rapids Community

For over 20 years, VenuWorks has been the trusted partner of the City of Cedar Rapids, managing key entertainment, sports, and tourism assets. Their portfolio includes the Alliant Energy PowerHouse, Paramount Theatre, ImOn Ice Arena, McGrath Amphitheatre marketed under the CREventsLive! brand and the Cedar Rapids Tourism Office. With a commitment to excellence, innovation, and community impact, VenuWorks has transformed challenges into opportunities that have revitalized the city's cultural and economic landscape.

Resilience Amid Challenges

VenuWorks has successfully navigated significant events that tested the city of Cedar Rapids' resilience including:

Paramount Theatre Restoration (2006)

Preserving a community treasure by securing historic tax credits and overseeing the renovation of the iconic Paramount Theatre.

2008 Historic Flood Recovery

Spearheading the \$32-million re-renovation of the Paramount Theatre and reconstructing the US Cellular Center (now AEPH) into a modern venue complex with a convention center and hotel. VenuWorks worked with FEMA and insurance providers to restore the Paramount while upgrading its capacity for Broadway-caliber productions. The project was completed on schedule in time for the Symphony Iowa season.

Making Cedar Rapids A Must Play Hub

VenuWorks nurtures strong relationships with national promoters, successfully positioning Cedar Rapids as a competitive Midwest destination for high-profile acts.

Building the McGrath Amphitheatre (2014)

A dual-purpose venue that enhances the city's flood protection system and contributes to its cultural vibrancy.

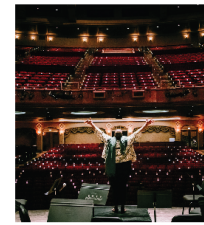
Revitalizing Cedar Rapids Tourism (2018)

When mismanagement led to the dissolution of the Cedar Rapids CVB, the city turned to VenuWorks for leadership.

Under VenuWorks' management, the Cedar Rapids Tourism Office has flourished, bringing national attention and economic benefits to the area.

Recovering from the 2020 Derecho

Coordinating a \$7-million rebuild of the ImOn Ice Arena and addressing significant damage to the Alliant Energy PowerHouse, ensuring swift restoration of community assets.



Management Solutions

VenuWorks has implemented innovative, efficient strategies to maximize the potential of Cedar Rapids' venues, delivering measurable economic benefits for the city by:

- Streamlining Venue Operations
- Driving Food & Beverage Revenue
- Securing Lucrative Sponsorships
- Making Cedar Rapids a "Must-Play" Hub for National Tours & Broadway Shows

Stewardship

VenuWorks has delivered outstanding returns for Cedar Rapids. In 2024:

- Venues generated **\$33.37 million in annual economic impact** and attracted over **424,000** attendees across nearly **200 events**.
- The Paramount Theatre alone hosted **84** events with a total attendance of **84,232**
- The total revenue from tickets sold across all Cedar Rapids venues was **\$7,257,500** and **Food & Beverage** accounted for **\$2,771,900 in sales**.

Marketing Cedar Rapids Nationally

VenuWorks has elevated the city's profile, drawing top music tours, Broadway shows, sporting events, conventions, and leisure travelers that collectively deliver a return on investment (ROI) of \$123 for every \$1 spent on entertainment and \$27.97 per \$1 invested in tourism.

Paramount Theatre: Premier Concerts and Events

- Home to Orchestra Iowa - A Premier Symphony Orchestra
- Broadway Subscriber Series
- Annual Nutcracker Ballet
- Comedy Series: Pete Davidson, Matt Rife, John Crist,
- Opera
- Concerts: Ashley McBryde, Joe Banamassa, Cirque Holiday Musica

Community Events

- Cedar Rapids Community Concert Association
- Corridor Jazz Project
- Prestige Dance
- Marion Home School Graduation
- Walk to End Alzheimers
- Local Organizations Fundraisers
- Corporate Meetings



COMPANY HISTORY

Our story commenced in Iowa on November 7, 1996, with the establishment of Compass Facility Management by our CEO, Steve Peters. As our services expanded, we evolved into VenuWorks, a name that encapsulates the full range and depth of our offerings, aligning more closely with our core mission.

VenuWorks is a company of 3,250 employees, managing over 50 venues in over 20 communities across the United States. A significant chapter in our history was written on April 1, 2023, when Steve Peters fulfilled a long-cherished dream by initiating an Employee Stock Ownership Plan (ESOP). This strategic move not only positioned VenuWorks as the nation's sole employee-owned venue management firm but also highlighted our commitment to innovation, community engagement, and the empowerment of our employees.

VenuWorks serves virtually every imaginable type of venue, including theaters, arenas, amphitheaters, convention centers, art galleries and even a zoo. Over three million Americans attend events at VenuWorks managed venues annually.

OUR VALUES

Integrity, accountability, compassion, and resilience are values that have shaped societies all over the world. As a privately owned company we encourage and empower our staff to practice these values in how we treat one another. We are not bound by stakeholders but rather we are bound to one another.

Since our company was founded in 1996, we have developed a proven track record in successfully opening and managing venues to maximize revenue streams, deliver excellent customer service, and operate efficiently and effectively to create the best bottom line for our clients. Our success has been built on the following:

Open Communication

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

Transparency

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

Space Optimization

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



Employee Empowerment

VenuWorks is 100% employee owned. This means owners of VenuWorks are at our venues every day, taking pride in their company and in their service to the community. We count on those team member owners to bring us real time reports from their venues. That information is incorporated into our efforts to make our service better every day. Our central office exists to support our team members' efforts in each location.

A TAILORED APPROACH

We believe that it is not only what you do ultimately, but how you do it. We focus on our purpose. We genuinely care and we connect with our clients, community, and with each other. We consistently amaze, we entertain our guests, we celebrate diversity, and we 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.

VenuWorks Mission:

To maximize the presentation of successful events in client facilities for the cultural, recreational, educational, and economic benefit of the communities we serve.

At the core of VenuWorks' success lies a deep understanding of facility management intricacies, making us an industry leader. Over the past three decades, VenuWorks has established a comprehensive system of operational best practices and tailored management systems. We have an unparalleled network of experts and deliver top-tier operations and asset protection services to our clients. From facility maintenance, financial management and community engagement to event booking and strategic sales, we ensure the success of the venues we manage.

VenuWorks' commitment to maintaining its facilities has earned industry recognition, including the multiple Prime Site Awards of Excellence from Facilities Media Group. Our corporate team collaborates closely with on-site maintenance and operations staff to implement and adhere to a comprehensive asset management and care plan. This plan covers each venue's assets, including infrastructure, FF&E, facility systems, rolling stock, and production equipment, while ensuring all safety protocols are rigorously followed.











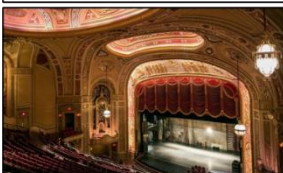





VENUES WE SERVE

At VenuWorks, we believe that every venue has the potential to become a vibrant heartbeat of its community. With nearly three decades of pioneering in the field of venue management, our employee-owned company stands as a beacon of excellence and innovation. From facilitating groundbreaking new venue developments to infusing life into existing venues, our commitment is unwavering: to be a trusted partner, turning our client's visions into reality.

SUNRISE THEATRE OPERATIONS PROPOSAL
SECTION 6: COMPANY PROFILE



THEATRES

 <p>Davenport, IA ADLER THEATRE 2,411 seats www.adlertheatre.com</p>	 <p>Burnsville, MN AMES CENTER MASQUERADE DANCE THEATER 1,014 seats www.ames-center.com</p>	 <p>Burnsville, MN AMES CENTER BLACK BOX THEATER 150 seats www.ames-center.com</p>	 <p>Ottumwa, IA BRIDGE VIEW CENTER Theatre 654 seats www.bridgeviewcenter.com</p>	 <p>Chanhasen, MN CHANHASSEN DINNER THEATRE 575 seat main stage theatre www.chanhasendt.com</p>
 <p>Des Moines, IA INGERSOLL DINNER THEATRE REOPENING FALL 2025</p>	 <p>Skokie, IL NORTH SHORE CENTER FOR THE PERFORMING ARTS CENTER THEATRE 867 seats www.northshorecenter.org</p>	 <p>Skokie, IL NORTH SHORE CENTER FOR THE PERFORMING ARTS NORTH THEATRE 318 seats www.northshorecenter.org</p>	 <p>Cedar Rapids, IA PARAMOUNT THEATRE 1,690 seats www.paramounttheatre.org</p>	 <p>Kennewick, WA RETTER & COMPANY THEATRE 2,100 seats www.retterandcompanytheatre.com</p>
 <p>Joliet, IL RIALTO SQUARE THEATRE 1,966 seats www.rialtosquare.com</p>	 <p>Ames, IA STEPHENS AUDITORIUM 2,729 seats www.center.iastate.edu</p>	 <p>Ames, IA STEPHENS AUDITORIUM The Goldfinch Room 80 seats www.center.iastate.edu</p>	 <p>Topeka, KS TOPEKA PERFORMING ARTS CENTER BLACKBOX THEATER 80 SEATS / 2,000 SF www.topekaperformingarts.org</p>	 <p>Topeka, KS TOPEKA PERFORMING ARTS CENTER 2,417 seats www.topekaperformingarts.org</p>
 <p>Evansville, IN VICTORY THEATRE 1,950 seats www.victorytheatre.com</p>				

CONVENTION CENTERS



SUNRISE THEATRE OPERATIONS PROPOSAL
SECTION 6: COMPANY PROFILE




Dodge City, KS
**BOOT HILL CASINO & RESORT
 CONFERENCE CENTER**
 7,000 SF
www.unitedwirelessarena.com



Ottumwa, IA
BRIDGE VIEW CENTER
 30,000 SF
www.bridgeviewcenter.com



Chanhasen, MN
**CHANHASSEN DINNER
 THEATRE**
 3,000 SF Banquet Hall
www.chanhassendt.com



Chesapeake, VA
**CHESAPEAKE CONFERENCE
 CENTER**
 22,700 SF
www.chesapeakeconference.com



Grand Island, NE
HEARTLAND EVENTS CENTER
 Bosselman Conference Center
 8,000 SF
www.heartlandeventscenter.com




Paducah, KY
**PADUCAH-MCCRACKEN
 COUNTY CONVENTION CENTER**
 110,000 SF
www.paducahconventioncenter.com



Pelham, AL
**PELHAM CIVIC
 COMPLEX**
 37,000 SF
pelhamciviccomplex.com



Joliet, IL
**RIALTO SQUARE THEATRE
 ROTUNDA**
 7,000 SF
www.rialtosquare.com



Davenport, IA
RIVERCENTER
 100,000 SF
www.riverctr.com



Kennewick, WA
**THREE RIVERS
 CONVENTION CENTER**
 75,000 SF
www.threeriversconventioncenter.com



Topeka, KS
**TOPEKA PERFORMING
 ARTS CENTER**
 HILL'S FESTIVAL HALL
 6,500 SF
www.topekaperformingarts.org


















Vicksburg, MS
**VICKSBURG CONVENTION
 CENTER**
 50,000 SF
www.vicksburgconventioncenter.com







SUNRISE THEATRE OPERATIONS PROPOSAL
SECTION 6: COMPANY PROFILE



ARENAS

 <p>Cedar Rapids, IA ALLIANT ENERGY POWERHOUSE 9,000 seats www.creventslive.com</p>	 <p>Rochester, NY BLUE CROSS ARENA AT THE WAR MEMORIAL 13,784 seats www.bluecrossarena.com</p>	 <p>Ottumwa, IA BRIDGE VIEW CENTER Event Hall 2,500 seats www.bridgeviewcenter.com</p>	 <p>Evansville, IN FORD CENTER 11,000 seats www.thefordcenter.com</p>	 <p>Grand Island, NE HEARTLAND EVENTS CENTER Eihusen Arena 7,500 SEATS www.heartlandeventscenter.com</p>
 <p>Cedar Rapids, IA IMON ICE ARENA MAIN ARENA 4,250 seats www.creventslive.com</p>	 <p>Cedar Rapids, IA IMON ICE ARENA Olympic Rink www.creventslive.com</p>	 <p>Urbandale, IA MERLE HAY ARENA Amateur Sports Complex OPENING FALL 2026</p>	 <p>Oshkosh, WI OSHKOSH ARENA 4,200 seats www.oshkosharena.com</p>	 <p>Park City, KS PARK CITY ARENA 6,750 seats www.parkcityarena.com</p>
 <p>Pelham, AL PELHAM CIVIC COMPLEX & ICE ARENA – AMATEUR ARENA 500 SEATS pelhamciviccomplex.com</p>	 <p>Pelham, AL PELHAM CIVIC COMPLEX & ICE ARENA – MAIN ARENA 3,000+ SEATS pelhamciviccomplex.com</p>	 <p>Kennewick, WA TOYOTA ARENA 2,000 seats www.yourtoyotaarena.com</p>	 <p>Kennewick, WA TOYOTA CENTER 7,200 seats www.yourtoyotacenter.com</p>	 <p>Dodge City, KS UNITED WIRELESS ARENA 4,500 seats www.unitedwirelessarena.com</p>

OUTDOOR AND COMMUNITY:

 <p>Burnsville, MN AMES CENTER ART GALLERY 2,000 SF www.ames-center.com</p>	 <p>Birmingham, AL BIRMINGHAM FAMILY FUN CENTER FAMILY ENTERTAINMENT CENTER OPENING 2025-2026</p>	 <p>Ottumwa, IA BRIDGE VIEW CENTER OUTDOOR PLAZA 300 seats www.bridgeviewcenter.com</p>	 <p>Cedar Rapids, IA MCGRATH AMPHITHEATRE 6,000 seats www.mcgrathamphitheatre.com</p>	 <p>Evansville, IN MESKER PARK ZOO 50-acre zoo with over 700 animals www.meskerparkzoo.com</p>
 <p>JEFFERSON CITY, MO CAPITAL REGION AMPHITHEATER 3,000 seats www.cruamphitheater.com</p>				



VENUWORKS LEADERSHIP



STEVE PETERS
FOUNDER AND CHIEF EXECUTIVE OFFICER

Steve Peters founded VenuWorks in 1996, steering it into a top venue management company operating 50+ theatres, arenas, and convention centers across 20+ communities. With decades of experience, including roles as the Target Center's first General Manager and Vice President at Ogden Entertainment, Steve laid the groundwork for VenuWorks' success. He later expanded the portfolio with VW Sports, owning the Evansville Thunderbolts. Steve co-founded VenuWorks Theatricals, producing renowned works like the Tony-nominated *You Can't Take It With You* and the upcoming Broadway musical *Get Happy*, Steve is also co-owner and managing director of Chanhassen Dinner Theatres in Minnesota, a community mainstay for premier productions. His producing credits include work on Broadway (*Once Upon a Mattress*), London's West End (*Your Lie in April*), and global live shows like *Blippi Live*. An alum of the University of Iowa, Steve has received prestigious honors like the IAVM McElravy Award and remains dedicated to advancing arts and entertainment from his home in Ames, Iowa, with his wife, Randi.



MICHAEL SILVA
CHIEF OPERATING OFFICER

Michael Silva serves as COO of VenuWorks, bringing over 25 years of experience in public assembly facility management. His extensive background encompasses oversight of arenas, amphitheaters, performing arts centers, and convention centers across the U.S., and Michael currently oversees operations at all VenuWorks managed locations nationwide, with expertise in booking, marketing, guest services, and sponsorships. Prior to becoming COO, Michael managed all VenuWorks facilities in Cedar Rapids, Iowa, for nearly a decade. As Executive Director, he led operations for multiple venues, including the Alliant Energy PowerHouse and Paramount Theatre, and directed the Cedar Rapids Tourism Office to boost the city's development. Michael's leadership ensures operational excellence across VenuWorks' venues, driving community-focused management and high-quality entertainment experiences.



TRICIA GONYO
CHIEF MARKETING OFFICER

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



TIM SULLIVAN
CHIEF FINANCIAL OFFICER

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



THOMAS "TOBY" PETERS
CHIEF DEVELOPMENT OFFICER

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



ANGELA BOHLEN
VICE PRESIDENT OF HUMAN RESOURCES

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



JOHN GIMENEZ
VICE PRESIDENT OF EVENT PROGRAMMING & CONTENT

John Gimenez, Vice President of Event Programming and Content at VenuWorks, oversees the programming and execution of events across all company-managed venues. Since joining in 2015, he has built the event programming division from the ground up, driving growth and bringing high-profile acts to new markets. With over 25 years in the music and entertainment industry, including 18 years as a talent agent with William Morris Endeavor and APA, John excels in talent buying, strategic planning, and contract negotiations. Prior to VenuWorks, he booked major events for legendary venues with ACE Theatrical Group. His expertise and strong industry relationships continue to deliver impactful events and elevate venue success.



HR COOK
EASTERN REGIONAL VICE PRESIDENT

H.R. Cook, Eastern Regional Vice President at VenuWorks, provides strategic oversight for multiple venues and serves as the primary corporate liaison with clients and management teams. With over 35 years of industry experience, including senior leadership roles at historic theaters, arenas, and convention centers, H.R. is a proven expert in venue operations, account management, and large-scale projects such as managing a \$45 million renovation and expansion. Previously, H.R. served as Regional General Manager of the Five Flags Center in Dubuque, IA, and held leadership roles at venues like the Kansas Expocentre and Macon Coliseum. Known for empowering teams and delivering operational success, he strives to create exceptional guest experiences guided by his motto, “Find a way to say ‘Yes.’”



TOM RICHTER
WESTERN REGIONAL VICE PRESIDENT

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



DAVE STOW

VENUWORKS SPORTS

Dave Stow brings over 32 years of expertise in sports facility management, event operations, and venue development, with an impressive track record of leadership across national and international platforms. His career includes pivotal contributions to eight Olympic Games, two Pan American Games, three Super Bowls, and numerous Olympic Trials, World Cups, and international sporting events. Throughout his career, Dave has forged strong partnerships with National Governing Bodies, youth sports organizations, and private operators, fostering programs that enhance the recreational experience and drive community impact. His leadership and vision continue to shape venues and events that inspire excellence in athletes, teams, and fans alike.



CHRIS CARTON

VICE PRESIDENT OF FOOD & BEVERAGE SERVICES

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



MIKE PIEHL

VICE PRESIDENT OF FINANCIAL SERVICES

Mike Piehl serves as the Vice President of Financial Services at VenuWorks, where he oversees the review and approval of monthly financial statements and annual budgets for all company-managed locations. With a focus on accuracy and accountability, Mike also conducts on-site internal control reviews and collaborates with the CFO on special projects and new business initiatives, ensuring the financial health and operational efficiency of the organization. Mike earned his bachelor's degree in accounting from the University of Northern Iowa. Before joining VenuWorks, he worked as a Senior Auditor for the Iowa State Auditor's Office, conducting financial, compliance, and performance audits for governmental entities. This role provided him with a strong foundation in financial analysis, reporting, and internal controls, which he continues to apply in his leadership role at VenuWorks. On joining VenuWorks in 2011, Mike brought over 15 years of experience in accounting, auditing, and financial management to the organization. His expertise spans account reconciliation, financial reporting, and accounts payable and receivable processes, making him an invaluable member of the team



Board Of Directors



LARRY PERKINS

Larry Perkins has over 46 years of executive leadership experience in public assembly, sports, and entertainment management, and recently retired, serving as the Vice President and Assistant General Manager of the Carolina Hurricanes/PNC Arena, Raleigh, NC. He is a Certified Venue Executive (CVE), a Certified Protection Professional (CPP) and a Crowd Management Professional (CMP) and Master Instructor. He has been a Private Investigator, Regional Security Manager, and has held a U.S. Government Top Secret Clearance.



KIM MAHONEY

Dr. Mahoney has over 28 years of experience in various segments of the sports and entertainment industry. She has been working in the industry since then in a variety of capacities: as a contractor, client, and part of the venue management team. Dr. Mahoney has been involved with the opening of three new venues including a convention center, an NFL stadium, and a 20,000-seat arena. Currently, as Principal with Venulogix, she manages a variety of projects for clients related to the guest experience, venue and event operations, and the overall management of public assembly venues.



JOEL DUNCAN

Joel is the co-founder and Strategic Advisor of Connectify HR. Connectify is a human capital management outsourcing company based in Des Moines, Iowa. Joel's responsible for strategic guidance, business development support, operational improvement, and personal mentoring. Joel has over 30 years' experience in various roles with human resource outsourcing companies from Dallas, TX, Sarasota, FL and, most recently Des Moines, IA.



JOSEPH PETERS

Joseph Peters has over 25 years of experience working within the finance and operations area of investment management companies in the New York-metro area and Southeast Asia. His career began with PricewaterhouseCoopers investment management practice, auditing hedge funds, private equity funds and registered investment companies. From there, Joe has held CFO positions at three different investment management companies.



COMPANY CULTURE

VenuWorks is committed to fostering, cultivating, and preserving a positive company culture. 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 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 the premise of gender and diversity equity that encourages and enforces:

- 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 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.

VenuWorks Commitment

VenuWorks is a proud member and sponsor of the Iowa Chapter of the NAACP. VenuWorks assumed the position of anchor sponsor of the IAVM’s Diversity Committee by matching all other combined contributions and donating \$8000 to the Committee’s initial start-up.

REPORTING STRUCTURE AND VENUE LEADERSHIP

At VenuWorks our corporate staff is involved in every aspect of each venue’s management. Our Regional Vice Presidents oversee all of our accounts and are the direct reports for all of our Executive Directors and key point of contact for our clients. Internally our corporate staff also oversees all departments and provide ongoing support, training, and resources for all of our venues.

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 6: COMPANY PROFILE



Our Eastern Regional Vice President, HR Cook, will function as the immediate Client contact. The Executive Director will report to HR. Once a stabilized operation is achieved, HR will visit the account on a quarterly basis dependent on location performance. Many of our corporate staff will make trips to the location to provide oversight, training, and assistance that may be required depending on circumstance. Our CEO, Steve Peters, as well as our COO, Mike Silva, will visit the location annually, or as may be required dependent on circumstance. Further assistance will be provided from our staff at other venues if needed.

In order to provide our clients with seamless and ongoing management services, VenuWorks ensures that there is an Interim Director on site when a venue is without an Executive Director. The Interim Director position is either filled by the venue's Regional Vice President, a Corporate Liaison, or the highest ranking staff member of the venue. During the hiring process for the new Executive Director, VenuWorks provides constant support to all aspects of the venue by allocating staff from our corporate office and other venues as needed.

Please note, the lines of communication between the location staff and VenuWorks corporate offices, as well as between the Client and VenuWorks corporate offices, are open and always available. While no organization can survive without structure, VenuWorks provides an expedited communication channel and compressed decision-making chain to react to opportunities and issues with equal vigor.

AUDITED FINANCIAL STATEMENTS

VenuWorks is in good standing due to its financial position and overall credibility in the industry. We have included financial statements from the last three years in this submission under a separate cover titled "Financial Statements". As a privately owned company we ask that this information remain confidential.

VENUWORKS HISTORY OVER LAST FIVE YEARS

Over the last five years VenuWorks has continued to focus on our mission, "to maximize the presentation of successful events in client facilities for the cultural, recreational, educational, and economic benefit of the communities we serve." We have hosted record-setting events at our venues; opened new venues; developed new menu options for our food and beverage services; and established naming rights at different locations. Our corporate office has celebrated several milestones, including our proactive response to COVID-19, the addition of new accounts, a transition to an employee-owned model, and exciting additions to our leadership team.

COVID-19 Response

COVID-19 created an unprecedented situation that impacted all industries throughout the world. At VenuWorks this work included:

- Increased weekly communications for all VenuWorks staff that included a weekly call spanning all locations
- \$37,420,000 in federal support secured for our clients through PPP Loans, SVOG Grants, and retained employee tax credits
- Mass purchases of key sanitation equipment and distributed it to our locations
- Reopened venues as soon as each state would allow

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 6: COMPANY PROFILE



Our first consideration was always the safety and well-being of our staff and our patrons. Reacting to the safety, economic, personnel and programming issues required an enormous effort. As we emerged from the pandemic, we were able to return to business as usual. Ticket sales returned as did programming opportunities and food selections.

New Accounts:

Since 2020, VenuWorks has added the following clients:

- Pelham, AL
 - Pelham Civic Complex (city owned)
 - 3,000+ seat Main Arena, 500 seat ice arena, and 7,000 SF ballroom
- Skokie, IL
 - North Shore Center for the Performing Arts (city owned)
 - 867 seat Center Theatre, 318 seat North Theatre
- Jefferson City, MO
 - Capital Region MU Health Care Amphitheater (city owned)
 - 2,500 seats
- Oshkosh, WI
 - Oshkosh Arena (privately owned)
 - 4,200 seats
- Grand Island, NE
 - Heartland Events Center (city owned)
 - 7,500 seat Eihusen Arena; 8,000 SF Bosselman Events Center
- Rochester, NY
 - Blue Cross Arena at the War Memorial (city owned)
 - 12,428 Seats
- Birmingham, AL
 - Birmingham Family Fun Center (city owned)
 - 35,000 SF
- Urbandale, IA
 - Merle Hay Arena (privately owned)
 - New arena opening in 2026!
- Des Moines, IA
 - Ingersoll Theatre (privately owned)
 - Fully renovated theatre opening in 2026!

Change to Employee Ownership

On March 31, 2023, VenuWorks became the only employee-owned venue management company in the US. Employee ownership offers several advantages.

- Studies have found that employees in ESOP companies typically enjoy higher earnings, better benefits, and longer median job tenure than their counterparts at traditionally owned companies.
- Companies usually experience increased sales and improved productivity after conversion.
- ESOP companies are less likely to experience layoffs than traditional companies.

We are extremely excited about the future of our company and the future of our industry.

Evolving Leadership



SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 6: COMPANY PROFILE



In the past eighteen months we have restructured our leadership team. Each division is headed by a C-Level company officer: Chief Operating Officer, Chief Marketing Officer, Chief Financial Officer, and Chief Development Officer. We also created a Board of Directors for the Employee Ownership Trust made up of highly qualified professionals with years of relevant executive experience.

WORKING WITH PUBLIC ENTITIES

We subscribe to the belief that the very best plans are collaborative, where stakeholders have an ongoing important role in providing input on the front end. This includes meeting regularly with the City, the Chamber of Commerce, CVB, restaurants and business, as well as hotel partners throughout the community to develop a marketing plan that presents all of Fort Pierce as a destination for events.

Our commitment to community engagement involves integrating our venues into the fabric of local communities through partnerships, volunteer opportunities, and support for local initiatives. We prioritize creating diverse event calendars that cater to artistic, educational, commercial, and community needs.

From involving local not-for-profits in concession sales to collaborating with food banks, VenuWorks fosters a sense of ownership and connection. Our efforts extend to promoting events, supporting underserved community members, and measuring the economic impact of our venues to ensure they contribute positively to local economies, including boosting visitor stays, local spending, and job creation. Our venue leaders are deeply engaged in the community, serving on the boards of esteemed local organizations such as Rotary, Chambers of Commerce, Convention and Visitors Bureaus (CVB), sports councils, and business advisory committees. Through these roles and active collaboration with the hospitality industry, they work strategically to market our venues, attract diverse events, and welcome a wide range of visitors, driving meaningful impact for the communities we serve.

GENERAL INFORMATION AND FINANCIAL CAPACITY

COMPANY INFORMATION:

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

LEGAL FORM OF COMPANY:

VenuWorks, Inc. is an ESOP (Employee Stock Ownership Trust), originally incorporated in the State of Iowa in 1996.

Federal I.D. Number: 42-1463763

Three of our largest clients are the communities of Cedar Rapids, Iowa; Evansville, Indiana; and Kennewick, Washington. In fiscal year 2023, venues in these locations had gross operating revenues of \$17.4 Million, \$28.3 Million, and \$14.2 Million respectively. VenuWorks, Inc. had its strongest financial performance ever in 2023, including audited operating revenues of \$40.0 Million, ticket sales of \$55.6 Million, and total revenues of \$95.6 Million.

INTEGRATING ALL SERVICES UNDER ONE ROOF

VenuWorks integrates operations, management and marketing services into a cohesive single operator approach. This approach to management allows us to ensure that all aspects of the patron experience are done to the highest level of quality to create repeat patronage, greater revenue, and ultimately more events that will want to come to the venue.



SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 7: SCOPE OF SERVICES



MANAGEMENT PLAN

Each venue is unique and requires a customized management approach that sets the venue on a track toward success. Our focus is to drive growth, profitability, and foster community connections. Through ongoing detailed data analysis and reporting we will empower the City of Fort Pierce to make informed decisions about their venue's operations and growth opportunities. This involves the use of advanced technology and industry best practices to analyze trends, track performance metrics, and identify areas for improvement.

Beyond efficiency, we are committed to creating a positive impact on the community. Through community engagement initiatives and social responsibility efforts, our plan will be to enrich the lives of those throughout the Fort Pierce region. VenuWorks fosters a sense of ownership and connection within the community by involving local nonprofits and civic organizations in concession sales, collaborating with food banks, creating mentorship and training programs in schools and community colleges, and building urban gardens to promote sustainability. Our efforts extend to supporting events, assisting underserved community members, and measuring the economic impact of our venues to ensure they contribute positively to the local economy, including boosting visitor stays, local spending, and job creation.

ONE TEAM APPROACH

VenuWorks provides all aspects for venue management services under one roof. We have found that this allows us to ensure that our clients and patrons receive the highest quality of service in all aspects of the venue operations. As requested in this RFP, this section will be broken down into the Scope of Services identified in Section 1.3 of the RFP titled "THE CITY'S GOAL; THE IDEAL PARTNER." Each subsection has a different header and starts on a new page.

VENUWORKS SERVICES

 FINANCE & ADMINISTRATION	 OPERATIONS	 PROGRAMMING	 SALES, MARKETING & TICKETING	 FOOD & BEVERAGE
<ul style="list-style-type: none">• Negotiate & Procure General Liability Insurance• Risk Management Initiatives• Personnel Manuals & Policies• Payroll Processing and Benefits Maintenance• Annual Operating Budgets• Legal Support• Internal Controls	<ul style="list-style-type: none">• Procedures & Manuals• Safety & Emergency Plans• Customer Service Program• Box Office Policies• Operational Audits• Staff Training• Corporate Support	<ul style="list-style-type: none">• Event Research and Brokering• Event Contractor Negotiations• Routine Trips to conferences and tradeshows• Promoter Relations• Event Leader Generator• Event Routing• Online Reporting Database	<ul style="list-style-type: none">• Sponsorship Sales Support• Media Buying• Group Ticket Sales• Event Marketing Plans• Public Relations• Digital and Social Media Marketing• Ticketing Partnerships	<ul style="list-style-type: none">• Quality Assurance• Buy Local• Value Pricing for Maximum Revenue• Minimize Loss and Spoilage• Increase Efficiency• Branded Items to Boost Per Caps• Conduct Ongoing Training

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 7: SCOPE OF SERVICES

A: MAINTENANCE



MAINTENANCE AND REPAIR

Just as every decision is a marketing decision, every staff member in a venue should be a representative of the maintenance and housekeeping department, reporting repairs and custodial problems observed throughout the facility. VenuWorks managers personify this attention to detail. For our managers, it is 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.



Our mission focuses on two major strategic efforts: maintaining and adopting efficient and effective cost control procedures; and maximizing greater revenues. We employ best practices in all areas of facility operations and utilize our distinct understanding of the unique elements of event and facilities operations to ensure success. The depth of our staff combined with the extensive resources available to the Sunrise Theatre through our network of facilities offer an unsurpassed level of operational excellence.

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 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.

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 7: SCOPE OF SERVICES

A: MAINTENANCE



VenuWorks employs facility maintenance staff, appropriately licensed, to oversee on-going preventative maintenance. VenuWorks' preventative maintenance schedules are developed to ensure that 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 ASHRAE, OSHA, ADA and Environmental Health and Safety codes, as well as other required codes for ventilation, temperature, and safe working conditions. We strive to 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.

VenuWorks has focuses on three areas of facility maintenance to ensure that the facility is operated in a manner that complies with all regulatory and safety guidelines, is cost efficient and functional, and remains attractive:

- a. **Life Safety-Related:** VenuWorks and its contractors consistently inspect all areas of the facility to ensure compliance with all applicable life safety codes and regulations. Our VenuWorks corporate operations team conducts venue operations audits on a regular basis to determine what, if any, measures need to be implemented to address any open maintenance, or inspection items. On the rare occasions where these repairs come at a significant expense or require an extended repair timeline, VenuWorks will coordinate with the city to create an appropriate plan for resolving the matter.
- b. **Cost Efficiency:** VenuWorks is always seeking new efficiencies through maintenance of the facility. This could be as simple as replacing standard light fixtures, or plumbing fixtures to achieve lower operating costs. Or, identifying capital replacement of existing systems to achieve savings through energy efficiency. We will continue to work hard at evaluating these and other cost-saving initiatives that can be implemented.
- c. **Aesthetic Appearance:** As with any major public facility, it is important that the Sunrise Theatre remains competitive and aesthetically attractive for all our users and guests. As appropriate during a given budget year, VenuWorks will commit resources to non-safety and non-efficiency related projects that contribute to the Sunrise Theatre's 'brand' appearance. These projects vary in scope and in size, and may include areas such as fixture replacement, various cleaning projects to exterior grounds maintenance.

Repair and Maintenance Methodology

VenuWorks will employ a maintenance department specifically dedicated to servicing the Sunrise Theatre. As a facility ages the maintenance requirements grow. To keep the associated cost with an aging facility in check, we will implement an Energy Efficiency Audit - where the facility team will meet with a local engineering firm to provide guidance toward improving the efficiency and reliability of lighting systems within the facility. Some project highlights include:

- Replacing current lighting with new LED lights with dimming panels. In addition to a substantial reduction in energy consumption, this improvement will reduce ambient noise caused by lighting. This provides a light source with an approximate 50,000 hours of life expectancy.
- Replace fluorescent lighting fixtures throughout the venue with LED lighting.

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 7: SCOPE OF SERVICES

A: MAINTENANCE



Maintenance and Custodial Management

VenuWorks makes extensive use of computerized maintenance and custodial management systems. When applicable, these systems are installed to improve managerial information and facilitate decision making. In addition to supporting existing systems, we create new systems for performance measurement. We implement and support computerized systems for budgeting, maintenance scheduling, energy management, and benchmarking.

Maintenance Management System

A CMMS (Computer Maintenance Management System) supports, integrates, and monitors the maintenance program. It measures corrective maintenance and preventive maintenance for all equipment and assets on site; creates code compliance and safety compliance checks; tracks the inventory, the contracts, and the contractors; and monitors the purchasing activities of the department. This live database is constantly updated with best practice procedures. VenuWorks integrates internet work orders with a mobile device. This paperless work order system magnifies your department's efficiencies in capturing necessary data. Work orders are generated during daily inspections and entered into the PC. Work orders are automatically transferred from a CMMS, allowing the scheduler to prioritize and distribute work while the technicians are on the floor. This customized system eliminates duplication of work entries and increases work performance, thereby reducing costs.

Specifically, we will provide:

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

Technical Library

The continually changing face of education and maintenance requires an organization to remain abreast of current best practices. As a result, VenuWorks employs proven and established protocols for maintenance and continually refines them to ensure their applicability in support of our clients and their missions. We provide technical direction in the management of facility operations. We also act as a professional engineering liaison with other departments and those professional organizations, districts, and commercial organizations deemed necessary by the client.

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 7: SCOPE OF SERVICES

A: MAINTENANCE



The program includes the best in resources, allowing the on-site managers to deliver operational and service excellence, including:

- An on-site technical library, detailing information regarding fire protection and prevention
- Filter logs
- Fire alarm systems
- Fire extinguisher logs
- Daily journal of rounds
- Boiler and chiller logs
- Water treatment logs on boilers, chillers, and cooling towers
- Contractor visits logs

VenuWorks Operations Procedures

- Personnel selection and development
- Maintenance program implementation
- Safety and code compliance
- Financial and materials management
- Maintenance and repair requisition system
- Program auditing

Support and Consultation

- VenuWorks corporate and area support personnel
- Rapid response email system
- “Ask the Expert” through the VenuWorks Intranet
- Support through the VenuWorks Intranet:
- Best practices
- Document library
- Policies and procedures
- Video lending library
- Bulletin board
- Benchmarking data
- Equipment recalls
- Recommended links
- Operation instructions and safety precautions
- Energy hints
- Classified ads
- Industry updates and press releases



SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 7: SCOPE OF SERVICES

B: PROGRAMMING



EVENT BOOKING

VenuWorks analysis of programming at the Sunrise Theatre acknowledges the expansive portfolio of past commercial touring that has played the venue, although the type and caliber of promoter partners and artist guarantees paid for these acts has not been identified and the profitability is unknown. VenuWorks Chief Operating Officer Michael Silva has previously worked with Mike Elko Productions in another market and knows him to be a great and steady third-party promoter.

The proforma developed for this proposal includes a continuation of commercial touring. Our event mix would also recognize the significant African-American (37%) and Latino (24%) populations living in Ft Pierce as identified in the last census by rounding out the touring portfolio with artists such as the R&B Invitation Tour (with Joe, Musiq Soulchild and Eric Benet); Saint Jhn; Ali Siddiq; Marisela; Natalia Lafourcade; Eslabon Armado; Palomazo Norteno and others.

Additionally, the event financials specifically included private parties and events including Quinceanera's and other ethnic-oriented events that are hugely popular in other VenuWorks-managed facilities that can be facilitated with the expansion of the kitchen/catering areas, as mentioned in the food and beverage section of this proposal. VenuWorks has had enormous success hosting wedding ceremonies or other formal presentations on the apron of the stage facing the theater and afterward opening the main curtain to tables and a dance floor on the stage for a truly memorable experience!

VenuWorks offers a comprehensive range of booking and content curation services customized to the unique requirements of each venue. Whether it's concerts, comedians, performing arts, or community events, our strategy is founded on profound industry knowledge, data-driven insights and a commitment to excellence. We play a pivotal role by actively promoting or co-promoting events and, if needed, assuming financial risks to deliver top-notch entertainment to our client venues.

The VenuWorks core management philosophy is centered on events. Events are the lifeblood of every entertainment and convention facility. We believe it is important to create a diverse programming calendar that is a good balance of artistic, educational, commercial, and community/non-profit events. Our strategy is to book programming that complements the facility and meets the needs of the community.



The VenuWorks programming department, under the direction of John Gimenez, Vice President of Event Programming and Content, books over 300 concerts and entertainment attractions each year. In many cases, VenuWorks is taking financial risk to bring these events to our clients by promoting or co-promoting. This is one of many examples of the commitment we have with our clients.

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Booking guidelines are established based on the priorities, historical data, and financial considerations of the city and venue. Guidelines include policies on holds, deposits, and usage. Guidelines are available to the public on the venue website or by written request.

Furthermore, we have developed an event risk assessment procedure to evaluate the financial risk of an event prior to its booking. This procedure measures potential revenues against projected expenses and serves as an analytic tool for decision makers.

Event Booking Systems

Our facilities utilize Momentus computerized event management software with a proven system for managing event booking calendars. VenuWorks Executive Directors and corporate staff have access to the system 24/7 allowing real-time, up to the minute updates.

The system easily adds and removes events from the calendar; alerts staff of potential double-bookings, and syncs to existing Google Calendar, Outlook, or iCal. Drag-and-drop editing, automated email alerts, flexible reports, and custom forms provide a user-friendly platform to increase booking productivity. Powerful access controls ensure the venue's information is protected – internally and externally. It quickly and easily prints out hold dates for event confirmations, downloads as PDF for sending, and exports to Excel.

Booking Network

The VenuWorks booking team works diligently to ensure our managed facilities are marketed throughout the industry. They attend annual national meetings and conferences such as International Association of Entertainment Buyers, Pollstar Live, VenueConnect, and the Association of Performing Arts Presenters. Additionally, they make routine trips to LA, Nashville, and NYC for one-on-one meetings with key agents and promoters.

Booking Transparency

When working with the VenuWorks booking team, we can assure you all event deals are 100% transparent and available for review at your request. Due to our extensive booking experience, we can structure deals that secure affordable entertainment pricing while positioning all stakeholders (i.e. venue, act, promoter) to maximize their profits. Our practices and reputation have afforded VenuWorks excellent relationships with many of the industry's largest agents, presenters and promoters. These relationships have a positive effect on the booking process at each of our managed facilities.



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Regional Booking Partners

In addition to our partnership with Live Nation, VenuWorks works with more than a dozen regional promoters who regularly book our venues. These regional promoting partners are invited to participate in our bi-weekly, non-Live Nation programming conference calls. The depth of our regional network positively impacts on our ability to bring touring shows to VenuWorks venues.

Event Promoting Deal Structures

Booking artists and attractions is a competitive business. To be successful, a venue booker must demonstrate significant profit potential to the promoter, the booking agency, and the artist management. At the same time, the booker must mitigate the promoter's risk in presenting the event. To remain competitive, it has become common for venues and promoters to share event risk by pooling and splitting the venue and promoter profits. In this practice, referred to as co-promoting, the venue typically contributes net revenues from food and beverage sales, parking, ticketing, and merchandise. The promoter contributes profit from ticket sales.



There are several ways to negotiate a co-pro. The following are a few of the most common:

- Percentage Deal
A venue contracts to present an event as a partner of the show/artist, splitting the gross ticket sales. The venue must cover its expenses with its share of the split. This is a common practice for family shows.
- Upside Co-Pro
The venue contributes its net revenues to the combined profit pool but takes no risk beyond the amount of revenue earned on the event. The venue helps to mitigate the promoter's risk without assuming risk beyond the money earned by the event itself. If the event loses money, the venue makes no money, but it does not lose money either.
- Up and Down Co-Pro
The venue and the promoter pool their profits and share all revenues or losses.

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Artists And Attractions Recently Booked By VenuWorks at Comparable Venues

<i>.38 Special</i>	<i>Chris Botti</i>	<i>Magic of Motown</i>
<i>1964 Beatles Tribute</i>	<i>Cirque Holiday Musical</i>	<i>Marlon Wayans</i>
<i>25th Annual Putnam County</i>	<i>Craig Ferguson</i>	<i>Matt Matthews</i>
<i>Spelling Bee</i>	<i>Croce Plays Croce</i>	<i>MercyMe</i>
<i>A Taste of Ireland</i>	<i>David Sedaris</i>	<i>Michael Carbonaro</i>
<i>ABBA Mania</i>	<i>Dude Dad</i>	<i>Michael W. Smith</i>
<i>Andy & Bing Christmas</i>	<i>Eddie Griffin</i>	<i>Nate Bargatze</i>
<i>Ashley McBryde</i>	<i>Folsom Prison Experience</i>	<i>Needtobreathe</i>
<i>Avenue Q</i>	<i>Gary Owen</i>	<i>Nitty Gritty Dirt Band</i>
<i>Baby Shark</i>	<i>Get The Led Out</i>	<i>One Night of Queen</i>
<i>Back-To-Back The Music Of</i>	<i>Hairball</i>	<i>Penn & Teller: The Foolers</i>
<i>Elton John</i>	<i>Henry Rollins</i>	<i>Pete Davidson</i>
<i>Beatles Vs Stones</i>	<i>Here Come The Mummies</i>	<i>Robert Cray</i>
<i>Bela Fleck</i>	<i>Highwaymen Live</i>	<i>Sal Vulcano</i>
<i>Big Bad Voodoo Daddy</i>	<i>Ireland With Michael Live</i>	<i>Steven Curtis Chapman</i>
<i>Blippi</i>	<i>Jason Isbell</i>	<i>Styx</i>
<i>Blue October</i>	<i>Jim Brickman</i>	<i>The Price Is Right Live!</i>
<i>Blues Traveler</i>	<i>Jim Bruer</i>	<i>Theory of a Deadman</i>
<i>Bluey</i>	<i>Joe Bonamassa</i>	<i>Theresa Caputo</i>
<i>Bob Dylan</i>	<i>Joe Gatto</i>	<i>Tim Allen</i>
<i>BoDeans</i>	<i>John Crist</i>	<i>Tom Papa</i>
<i>Brad Williams</i>	<i>Kansas</i>	<i>Travis Tritt</i>
<i>Brian Regan</i>	<i>Kevin James</i>	<i>Wayne Newton</i>
<i>Buddy Guy</i>	<i>Lewis Black</i>	<i>Wheel of Fortune Live</i>
<i>Charlie Berens</i>	<i>Liverpool Legends</i>	<i>Zach Williams</i>
<i>Cheap Trick</i>	<i>Lorie Linn</i>	
<i>Chicago</i>	<i>Maddie Poppe</i>	

DANCE COMPETITIONS AND RECITALS

Many of our performing arts centers have become the preferred destination for dance competitions in their region. These events bring tens of thousands of people through the doors on an annual basis. These events keep our client PACs busy during gaps between ticketed events. Dance Competitions also generate high per capita food and beverage revenues, while contributing to the local economy.



PRESENTING THE PERFORMING ARTS

VenuWorks has extensive experience presenting world renowned performing artists and attractions in theatres and performing arts centers. We maintain close relationships with the major booking offices and producers in New York City to ensure we deliver quality shows from Broadway to our venues. Additionally, we partner with theatre promoters such as Nederlander to present a Broadway series in several of our theatres.

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Historically, Broadway shows are the most popular, profitable, and expensive programming for performing arts centers. We have worked with many venues, each with its own distinct set of challenges, to develop event funding to assist with the costs involved with this type of programming. These funds exist for the very purpose of absorbing the risk on an event.

Show Producers

VenuWorks' participation in the development of shows has allowed us to secure tours and new programming content for our theatres.



In partnership with Troupe America, a Minneapolis-based production company, and two major New York producers, VenuWorks created Touring Theatre Associates. The company's first project, a production of the Broadway hit musical *JEKYLL AND HYDE*, opened at the VenuWorks-managed Ames Center in Burnsville, MN on September 24, 2014; before launching a 19-week tour across the United States with booking partner Columbia Artists Theatricals. In addition, VenuWorks secured the rehearsal and opening of national tours of *Scooby Doo Live*; *Church Basement Ladies*; *Cash: Ring of Fire*; and *Miracle of 34th Street*.

The year following *JEKYLL AND HYDE*, VenuWorks produced a tour of *FLASHDANCE*. These shows fill a need in markets where larger national tours cannot be presented profitably. VenuWorks has been presenting Broadway series in markets across the United States for nearly two decades. These Broadway ventures represent our commitment to bringing premiere touring theatrical productions to midsize markets.

VENUWORKS THEATRICALS

VenuWorks founder Steve Peters began his Broadway producing career coproducing a revival of *YOU CAN'T TAKE IT WITH YOU* starring James Earl Jones in 2014 (Tony nomination for best revival). In 2016, VenuWorks Theatricals was formed in partnership with Michael Londra who is internationally known for his incredible Irish tenor vocals, and his performance in the original production of *RIVERDANCE* on Broadway. His other work has included: a new holiday musical, *NOËL*, staged in Ireland's National Opera House in 2017, with a North American tour in 2018; *ONCE UPON A MATTRESS*, Broadway revival 2024; and *YOUR LIE IN APRIL*, London's West end, world premiere 2024.

In 2023 VW Theatricals produced *SUMMER STOCK*, based on the 1950 MGM movie of the same name at the Goodspeed Opera House in East Haddam, CT. The show received rave reviews, was chosen as a New York Times Critic's Choice, and set box office records. VW Theatricals is working to take the musical, now retitled *GET HAPPY*, to Broadway in 2026. Our affiliation with VenuWorks Theatricals and our relationships with promoters gives VenuWorks an upper hand in bringing high-quality events to our venues.



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PRIMARY TENANTS, LOCAL SCHOOLS, AND COMMUNITY GROUPS

We work closely with local arts organizations, schools and community groups in every venue we manage. These relationships are especially important in performing arts venues. Our first order of business will be to meet with each Resident User Group to introduce ourselves and to gain an understanding of their ongoing needs and concerns. We want each Resident User Group to consider VenuWorks to be a programming and marketing partner. Our objective is to grow their programs and their audiences by working side by side in all facets of their programming. We want to foster local arts initiatives in all aspects of our operations.

WORKING WITH COMMUNITIES

We recognize the unique demands placed on publicly owned facilities. Our management team members are expected to be a part of the larger community, which can involve demands on staff time and facility resources. However, these community interactions are vital to the success of our performing arts venues and the programs they offer. Our staff members will always go the extra mile to make that community connection. The connections may include:

- Discount pricing for non-profit users of the facility
- Booking and scheduling priority for events
- Participation by venue staff on appropriate committees
- Board control over key venue decisions, such as budgeting, rental rates, alcohol service, scheduling, and security
- Involvement of community members on venue committees and task forces and as interns and event staff workers
- Extra outreach efforts, perhaps even including special perks and discounts

SCHOOLTIME THEATER PROGRAM

VenuWorks believes that this market would also benefit from school-age children's programming during weekdays. While this type of programming is not significantly profitable to the venue and requires significant underwriting from community partners, it does open this City-owned venue to children and parents that may not have access to the theater normally and will promote the arts to hopefully the next generation of artists, musicians and performers.

A "Schooltime Theater" program would feature one touring production per semester (two annually) purchased by the venue and offered to elementary and middle school students during school hours at no cost to the students or school. Local underwriting (or a title sponsor such as the King's Daughters Medical Center Schooltime Theater Program) would be required to cover the costs of the production and school buses at a cost ranging from \$10,000 - \$15,000 per title. Titles that could be available for these children might include *The Very Hungry Caterpillar Holiday Show*, *Hot Peas 'N Butter*, *Sylvester and the Magic Pebble*, *Don't Let the Pigeon Drive the Bus the Musical*, *The Magic School Bus Lost in the Solar System*, *Dog Man the Musical*, *Susanna Hammet in Nearly Lear*, *Being Beethoven*, *Doodle POP*, and many others.

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Another feature might include “Theater Clinics” and Workshops featuring touring professional actors that arrive at the venue loaded with a set, lights, costumes, and props, everything it takes to put on a play...except the cast! The team holds an open audition and casts 50-60 local students to perform in the production. The show is rehearsed throughout the week and two public performances are presented at the end of the week!

Additionally, a singer-songwriter series for elementary school age children featuring artists like Laurie Berkner, Brady Rymer, Dan Zanes and Friends, and Raffi are all generally available and can easily be set up inside the theater or even in an outdoor courtyard for a free Sunday morning series featuring tours of the theater, concessions and coffee options and other corporate partnerships.

EDUCATIONAL PROGRAMS

VenuWorks has a proud tradition of presenting educational performing arts programs at client theaters. fundraising for such programs, and for offering creative learning experiences to audiences of all ages. In Evansville, IN, the Victory Theatre shares a building and works closely with The Signature School, a school that emphasizes rigor and excellence in academics, the arts, integrated technologies, and community service. The Victory Theatre is where the school performances are held and where many classes take place.

At the Topeka Performing Arts Center, the Sheffel Theater Clinic provides an important supplement to area schools' arts education curriculum by serving nearly 2,400 third grade students annually. The Clinic is held at the Topeka Performing Arts Center from January through March each year. Students attend five 30-minute workshops, each devoted to a different artistic aspect of theater: acting, costuming, make-up, movement and technical staging. The students attend the workshops and end their day with an interactive Q&A session with the instructors. Clinic planners stress fun, experiential learning and inclusive interaction for each of the students as they move from one workshop to the next, all staged throughout the TPAC facility. This program is based around 110 children per day over 24 days.

Students at Ames High School, involved with the Business Engagement Collaborative, partnered with C.Y. Stephens Auditorium on a project to design and implement the redecorating/renovation of the Green Room facilities at the auditorium. The space hadn't been updated in quite a while and the students worked with the Iowa State Center to put together a vision, budget, and timeline that would meet their approval. They found an opportunity to bring in the talents of students in a woodworking course at the high school and they also got a crash course on handling change management as COVID-19 impacted their project.

SUNRISE THEATRE OPERATIONS PROPOSAL

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COMMUNITY-FOCUSED EVENTS AND PARTNERSHIPS

VenuWorks envisions several initiatives for the Sunrise Theatre that align with both our core principles and mission, benefiting both the venue and the community. Our local VenuWorks teams are dedicated to contributing to and engaging with their communities through continuous involvement, including memberships, committee service, and participation in outreach programs. We will support and organize local festivals and community celebrations, making the Sunrise Theatre a central hub for cultural and social activities.

We believe the best plans are collaborative, with stakeholders playing a critical role in providing input from the start. To this end we engage in ongoing sales forums, market research, team development opportunities, customer familiarization, customer evaluation, sales blitzes, and the development of strategic marketing plans.

Partnering with local businesses and the hospitality sector offers dual benefits: it promotes the Sunrise Theatre, attracting a diverse range of events and visitors while positively impacting Fort Pierce's economy. This collaboration boosts local spending, extends visitor stays, and creates job opportunities. As a facility management company, we have effectively leveraged our partnerships with the CVB and City officials in Chesapeake, VA; Cedar Rapids, IA; Vicksburg, VA; Ottumwa, IA; Kennewick, WA and numerous other markets, resulting in year-over-year improvements in our economic impact.



We believe that a strong partnership between the Sunrise Theatre, VenuWorks, and local stakeholders will help elevate Fort Pierce as a leading destination for events, conferences, and weddings, leading to:

- **Job Creation and Training:** By focusing on hiring local talent and offering comprehensive training programs, we aim to equip community members with valuable skills and employment opportunities, thereby strengthening the local workforce. VenuWorks has a proven track record of providing excellent mentorship and internship opportunities for younger community members and partnering with local civic organizations to host employment fairs.
- **Enhanced Tourism Revenue:** Local hotels, restaurants, and transportation services reap the benefits from events, conferences, and engaging programs. We assess the economic impact of our venues to ensure they positively contribute to local economies by increasing visitor stays, local spending, and job creation. Our venue leaders collaborate closely with local organizations and the hospitality industry to market our venues effectively, aiming to attract a diverse array of events and visitors.

SUNRISE THEATRE OPERATIONS PROPOSAL

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C: TICKETING AND CUSTOMER RELATIONS



TICKET OFFICE MANAGEMENT

VenuWorks has had a long-term partnership with Ticketmaster that services most of our venues. Our other venues have contracts with etix and Tessitura ticketing companies. We understand that the contract between the Sunrise Theatre and Tixly is active, and we will operate the venue's box office in accordance with whatever ticketing company the City of Fort Pierce wants for the Sunrise Theatre.

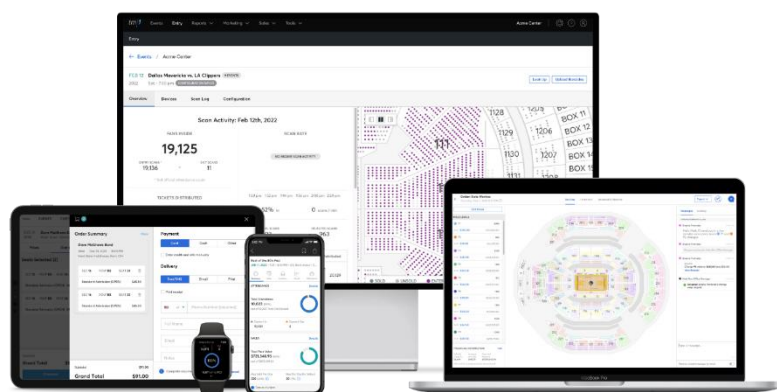
VenuWorks works with its ticketing vendors to provide effective, state-of-the-art ticketing distribution networks, as well as a premier integrated marketing platform built specifically for live entertainment. VenuWorks' partnerships with these three companies ensure that VenuWorks-managed theaters are well positioned to maximize business opportunities, discover new fans, effectively market your events, and sell more tickets.

- Ticketing equipment, upgrades and enhancements are provided and replaced as necessary with no charge to the theaters.
- The theaters realize significant revenues from per ticket convenience charges.
- The local staff is empowered to provide its own phone sales services, in part or in whole, and take 100% of the service fees for those phone sales it makes. The staff may decide to do daily phone sales or create a premium customers' club and provide phone sales specifically to them.
- Each location is empowered to set the service charges, consistent with the local marketplace. If an additional fee increment is needed for a special event, the theaters will keep 100% of the additional revenue.
- The location staff can reduce the service fees for certain events but doing so may reduce the venue's net revenues from service fees.
- Our theaters have nearly unlimited use of social media marketing tools from ticketing companies free of charge.
- VenuWorks staff enjoy support from VenuWorks' ongoing digital marketing analytics.

TICKETMASTER SERVICES OVERVIEW

As mentioned, VenuWorks has a long-term partnership with Ticketmaster as they provide ticketing services for venues we manage throughout the country. If the City of Fort Pierce would be open to changing ticketing platforms, we strongly advise the use of Ticketmaster and would be able to bring the Sunrise Theatre into our national contract that would provide a better rate for the venue.

Ticketmaster provides VenuWorks with an unparalleled ticket distribution network, as well as a premier integrated marketing platform built specifically for live entertainment. Together with a ticketing system that is the standard to which all others are measured, a diverse suite of marketing products, and a multi-million-dollar annual commitment to technology,





VenuWorks' partnership with Ticketmaster ensures our venues are positioned to maximize business opportunities, discover new fans, effectively market our events, and sell more tickets - all this and 100% complete control over our customer ticketing fees.

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

- Permissions allow us to manage TM1 users, assign product access, and reset passwords.
- Reports allow access to event data for financial, resale, marketing, demographic, and attendance.
 - Export, email, or schedule reports for yourself — or anyone else inside or outside our organization.
 - Access current and past events.
 - Analyze single or multiple events.
 - Find data for a specific time by using “As of Date” and date ranges.
 - Get Reports on the go with the TM1 Reports mobile app available for iOS and Android.
- Engagement is Ticketmaster’s email marketing tool designed exclusively for live entertainment.
 - Integrated directly with Ticketmaster’s ticketing platform.
 - Features easy-to-use templates and drag & drop functionality to build email communication.
 - Use the segmentation tool to target and reach specific audiences from our database of fans.
 - Track and report campaign success.
- Events are in the event creation and management tool. The streamlined interface removes the complexity of the event build process.
 - Build, scale, and publish events all in one single tool.
 - Streamlined event build process.
 - Easily create common discounts or more complex custom offers.
 - Manage pricing and inventory throughout the life of the event.
- Sales enables the box office to easily sell tickets using an Interactive Seat Map or *Best Available*.
 - Generate or reissue digital tickets right to our fans via SMS or email delivery.
 - Quickly lookup fan accounts by customer name, account number, or barcode.
 - Use TM1 Sales on an iPad or tablet for quick and easy customer service resolution.
- Entry is our venue access control platform.
 - Intuitive interface to configure events and scanners for event day.
 - Mark seats, view entry stats, and adjust configurations — all in real-time.
 - A key component of secure ticketing and fan identity.
- Marketing allows you to track email communication effectiveness and create lists of targeted ticket buyers based on customizable criteria.
 - Track campaign effectiveness through Pixel Tracking and Came From Codes (CFC)
 - Audiences are generated lists of buyers to send marketing communications to and improve purchase conversion. Multiple types of criteria are available to generate an Audience. Examples include:
 - Event/Venue, Spend Amounts, Artists, and Demographics data.
 - Download generated Audience lists.



CUSTOMER RELATIONS

We feel it is critical to the success of the venue that all guests consistently experience the highest quality of entertainment experience in a safe, clean, and friendly environment that will keep them coming back for years to come. VenuWorks has developed a comprehensive system of best practices, training programs, management tools, and an unmatched network of support across the country. We understand how important individual guest interactions can be which is why we approach the concept of guest services to include not only fans but also event staff, clients, event participants, and service partners.



The VenuWorks Narrative begins by recognizing that the purpose to our work is to create experiences that will make people want to come to the venue again and again. Once employees have been trained in their specific job, they are encouraged to attend the half-day, interactive program further exploring the skills of customer service. Our employees engage because they see relevancy. We show them how the skills they learn have application in their personal lives as well as their business lives. The skills taught include the following:

- What you give out you get back, so appropriately presenting yourself is critical to the success of any interaction – at work or in our personal lives.
- Managing unusual or unpleasant situations can lead to positive outcomes when it is done properly and with the right frame of mind.
- Working in a safe and productive environment is a VenuWorks expectation. All employees are expected to comply.
- Each facility has unique attributes and those are highlighted and shared with all the employees.

Measuring Our Performance

VenuWorks continually measures its performance for customer service delivery using both Mystery Shopper reports, Intercept surveys, venue audits and Customer Satisfaction Surveys. While VenuWorks consistently scores above the industry average when it comes to guest experience, we use these accountability tools to measure our progress and to improve the customer service that we provide. Utilizing the findings of these surveys, VenuWorks has been able to identify guest concerns and improve the guest experience. We strive to deliver the highest level of client service and event fulfillment for our convention and trade show organizations, and meeting planners.

Distribution

Each event promoter and client receive a direct mail piece after their event. This direct mail piece is not only to thank them for their business but also to request feedback on their experience.

- Direct correspondence maintains personal nature of feedback
- Survey results are made available in real-time for timely review of client feedback
- All data collected is held within by the VenuWorks location staff



Analysis

Once collected, the client sends a recap of all data, and this data is shared with our team. Additionally, a post-event debrief meeting with the event promoter/client is often conducted to discuss the event and to review any feedback. By including all members of the VenuWorks team involved with the event, along with the client, these sessions offer impactful insight into areas of success, along with helping to identify areas for improvement. This feedback is then shared with the Executive Director and VenuWorks Regional Vice President.

- Meetings allow for immediate review of survey feedback with all VenuWorks team members
- Collaborative feedback with VenuWorks staff and client

Results

The survey yields immediate feedback to VenuWorks management team. This, coupled with post-event conferences, enables VenuWorks to remain responsive to our client's needs and remain successful in attracting new clients and most importantly, retaining the clients that have come regularly to the Sunrise Theatre.

We also utilize our customized QR Code survey program called, "Tell Me About It" which features a QR Code posted in all high traffic areas of the venue. The QR Code once scanned, sends visitors to the venue's online form to tell us about their experience.



MARKETING PLAN PHILOSOPHY

The success of a live event goes beyond just the main attraction; it hinges on the meticulous orchestration of strategic marketing, operational excellence, outstanding customer service and community engagement. Our programming marketing services are designed to maximize the potential of our venues and their events within the local marketplace.

From digital and social media marketing to fan engagement, direct sales, and media relations, VenuWorks offers a comprehensive suite of services tailored to meet the needs of a vibrant community. By collaborating closely with local organizations, we implement a marketing strategy that delivers measurable impact and nurtures a legacy of economic prosperity.

The goals of our marketing strategy include the following:

- Identify challenges and opportunities within the local marketplace.
- Generate event activity and maximize event attendance through expert booking practices and effective marketing strategies.
- Promote bottom line revenue with sponsorship and in-venue asset sales.

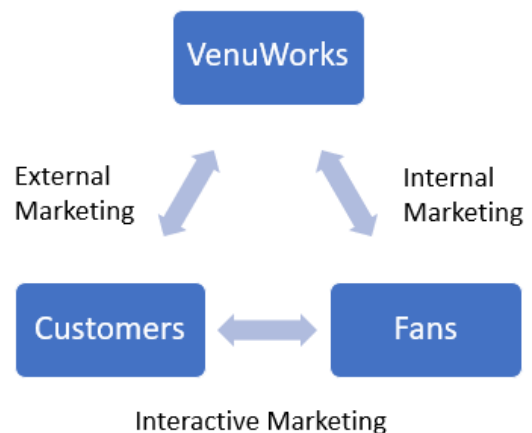
Our entertainment marketing is a collaboration between the local venue staff and the VenuWorks Corporate marketing team. Collectively, this group will develop strategies, plans, and goals for event marketing, venue marketing, and sponsorship sales. Before developing the plans, we undertake a “strategic visioning” process, taking time to learn and understand the needs of the client and the market. This process, typically occurring during our start-up, will include client discussions, review of event history, demographic analysis, and competitive study. This process may also include resident surveys, event promoter surveys, social media surveys, and media relations. We have been very successful with this approach in similar markets.

Once we are armed with a comprehensive view of the market, VenuWorks’ marketing department will work with local stakeholders to develop strategic marketing plans that will serve as visual blueprints for positioning and marketing the arena, its events, and its prospective sponsors. It is a fluid document that will be updated regularly as campaign responses are analyzed, new techniques and methods are implemented, and client objectives change.

Marketing the EXPERIENCE

Creating memorable experiences demands that every employee acts as a marketer. To achieve success, we implement service marketing at each venue, emphasizing relationship-building and delivering value to our customers. This approach often necessitates a greater explanation of why our customers need the experience and why we stand out as the best venue for the service. However, it's important to note that our customers are not the only audience that requires education about our offerings.

- *Internal marketing* – Marketing from VenuWorks to the employees. Getting our team excited about





the experiences we offer. We do this through training, building trust, and empowering our employees to become ambassadors of VenuWorks.

- *External marketing* – The more obvious marketing flow from VenuWorks to the customers. This is achieved through the venue and event marketing plans using a targeted media mix.
- *Interactive marketing* – Marketing between the customers and our employees at the various touchpoints in the venue. This includes event managers, box office sellers, ushers, concession workers, security, banquet servers, stagehands; the list essentially includes every employee on our team.

Effective service marketing strategies in our venues include:

- Incentivize potential new customers.
- Implement a referral program.
- Nurture existing customer relationships.
- Leverage digital marketing.
- Get involved with our communities.
- Obtain customer testimonials.
- Showcase our awards.
- Highlight our greatest asset - our people.

Marketing the venue

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

- Brand Awareness at our venues is a key component 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 your revenue. VenuWorks engages 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.
 - *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”, and “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 ticket 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, our digital marketing efforts include:



- *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 hashtags (i.e. #CREventsLive) allows 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



D: MARKETING

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 often 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 need to create relationships with our contacts in the media. By creating these relationships, we are strengthening our venue's overall media relations and becoming someone, media will be more likely to pay attention to when our story pitches hit their inbox.
- *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.
 - We engage, volunteer and partner with community organizations and non-profits.
- *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.
- *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.

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 7: SCOPE OF SERVICES

D: MARKETING



SPONSORSHIPS AND NAMING RIGHTS

Sponsorship can be an important revenue source for all types of public assembly facilities. We will aggressively develop sponsorship revenues for spaces and events in Sunrise Theatre

We are experienced in selling naming rights for interior portions of venues, as evidenced by the Old National Bank Level in the Ford Center in Evansville, and the Retter & Company Theatre in the Toyota Center in Kennewick, WA. At the Ames Center in Burnsville, MN, named for Ames Construction, we also sold the naming sponsorship for the Center's main theatre, naming it Masquerade Dance Theater.



Many companies believe in offering sponsors exclusivity in their product marketplace and sell sponsorship to one bank, one radio station, one communications company. We practice a much narrower market segmentation. This is brilliantly illustrated by the fact that we have five different banks as major sponsors at the Ford Center in Evansville, IN.

VenuWorks approaches sales as a cooperative effort between the venue and corporate staff. Corporate sales support will include assistance in areas including:

- Securing new sponsorships
- Premium seats sales
- Customer relationship management

Our VenuWorks team is dedicated to securing naming rights sponsors for various indoor and outdoor spaces permitted by the City. We believe that establishing a sponsorship name can be integral to an initial branding initiative, generating revenue and ushering in a new era for the venue.

To achieve this, we will conduct a comprehensive analysis of the value of naming rights, leveraging analytics from a trusted partner with whom we have collaborated for several years. Their expertise in assessing naming values across numerous projects nationwide allows us to present potential sponsors with an attractive 5-to-1 value-to-price ratio for their investment. We also evaluate naming rights fees for comparable facilities.

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

VenuWorks will develop revenue generating areas and event ideas in which sponsorships will be created and sold, using marketing and advertising plans that have worked in other markets. If we can maximize sponsor revenues in small markets across the country, we can certainly do it in yours.

The Sunrise Theatre has an audience that advertisers want to reach – affluent, mobile and well educated. We will use the data mining available to us through our relationship with Ticketmaster to offer access to our sponsors that will go well beyond the boundaries of the venue itself.

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 7: SCOPE OF SERVICES

E: FOOD AND BEVERAGE



PREMIUM FOOD AND BEVERAGE SERVICES

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.

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.



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.

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.

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.

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 7: SCOPE OF SERVICES

E: FOOD AND BEVERAGE



- 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.

VENUWORKS INVESTMENT

In Section 3: Projected Operating Budget and Compensation, we stated that we will invest \$50,000 into the overall Food and Beverage Operations for the Sunrise Theatre. This investment comes from an understanding of the venue and the impact similar changes have had at comparable venues we operate.

Our investment is broken down into these key areas of our operations:

1. Grab & Go Services

- VenuWorks will invest \$10,000 to deliver Grab & Go service. Grab & Go has proven to be a very cost effective and efficient way to serve guests at our theatres. The concept is familiar to guests already as various stores and eateries around the country provide this model. It allows guests to make their decision about what to purchase on their own while they are in line and then bring it to the point of sale where a staff member checks them out. This model is significantly faster than having staff get each item for the guest while a line forms behind them.

2. Portable Food and Beverage Stations

- VenuWorks will invest \$10,000 to purchase 4 portable Food and Beverage stations that can be utilized throughout the venue. This will enable more points of sales and create a variety of event setup options for the theatre, the black box, the upstairs meeting/conference room and bar area, as well as the artist's studio space.

3. Premium Service Bars

- VenuWorks will invest \$20,000 to purchase 4 premium service bars to be placed throughout the venue. These offer an experience that goes beyond a table and skirt to give guests a high-end experience.

4. Product Displays, Carts, and Liquor Security Cages

- VenuWorks will invest \$5,000 to ensure that the Sunrise Theatre has the following:
 - Product displays that are not only visible but also modern and easily adjustable.
 - Carts that get products to where they need to go in the venue.
 - Security cages that ensure liquor is locked up when it is not being sold.

5. Point of Sale Terminals

- Point of sale terminals are key aspects of the venue operations. VenuWorks will invest \$5,000 to purchase fifteen POS terminals that will play a key role in maximizing the efficiency of the purchasing experience.

This investment is not a loan but rather a flat investment in the future success of the Sunrise Theatre.

CONCESSIONS & ON-SITE FOOD PREP

VenuWorks recognizes the power of enhanced concessions to elevate the patron experience and drive significant revenue growth. A prime example of our success can be seen at the Rialto Square Theatre, where we transformed concessions operations and achieved a remarkable 47% revenue increase in just one year. Revenue climbed from \$527,667 in 2023 to \$841,947 in 2024 through strategic initiatives such as updating menus, installing new kiosks and POS systems, and leveraging

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 7: SCOPE OF SERVICES

E: FOOD AND BEVERAGE



our strong relationships with vendors. This case study illustrates our ability to modernize operations while create new revenue opportunities.

We propose a similar strategic approach for the Sunrise Theatre. By evaluating current concessions operations, we will identify areas for improvement and implement solutions tailored to align with patron preferences, increase operational efficiency, and maximize profitability. Modernizing the concessions layout, upgrading equipment, and introducing new menu concepts will not only generate increased revenues but also improve the overall patron experience.

GROWING THE VENUE'S CAPABILITIES

VenuWorks is aware of the City's interest in re-configuring the venue to allow for on-site food preparation. We will work with the City to determine where such a facility could be developed while still allowing for the maximized use of the theatre. Our team will also work in providing specs and recommendations for the City to purchase the equipment needed to be successful for years to come! VenuWorks recently worked with a location to develop a kitchen for \$500,000 that will provide on-site catering for up to 230 guests. VenuWorks will provide these services at no additional cost, saving the City thousands on consulting services from an outside firm.



We have worked with several of our venues in developing on-site food prep areas to expand the food and beverage capabilities for the venue. While we do work closely with catering vendors to provide the greatest quality for our guests, there are far greater opportunities when food preparation can be done on-site and in-house.

Quality Is Priceless

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

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

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

- Our set-up provides 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.

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 7: SCOPE OF SERVICES

F: SECURITY



SECURITY AND CROWD CONTROL

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 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 that the security programs safeguarding the Sunrise Theatre, and its guests are protected using the latest information, tactics, and technology.



Our security operations are 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 local 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 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. A time clock located just inside will be for the employees to use. Administration employees that enter through the Administration door will be 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 will sign 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.

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 that the client and staff know of all emergency exits.
- Ensure that staff have the proper AED training and know where the two Medtronic Defibrillators are in the facility (Promenade A & C).
- Set-up and pre-event checklists.
- 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 the administration office.

Loading Dock Procedures

- The loading dock must be kept clean, free of pallets, trash cans, and all other debris always.
- 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 Center 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 are 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.

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 7: SCOPE OF SERVICES

G: BACK-OFFICE OPERATIONS



BACK-OFFICE OPERATIONS PLAN

VenuWorks provides a professional asset management approach to day-to-day venue operations. VenuWorks has achieved this by establishing policies and procedures for each facility through its dedicated, corporate Operations and Facility Development Services. VenuWorks accounts are supported through resources and technology to meet their clearly defined expectations.

FINANCIAL OVERSIGHT

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

Banking, Cash Management Controls and Procedures

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



All financial records, including but not limited to: Monthly and annual financial statements, supporting schedules and documentation, event and financial data, and bank account information are considered property of the client as the venue owner and available for review at any time. All location staff members, as well as corporate supervisors, are available to the client for consultation and financial information.

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

Financial Controls

The gross operating revenues for VenuWorks managed locations amount to tens of millions of dollars each year. We take the task of safeguarding our client’s and their stakeholders’ assets very seriously. All locations have specific on-site training on financial and accounting procedures. To monitor and ensure compliance in all venues, we utilize Momentus, the world’s leading event technology platform, trusted by over 50,000 event professionals in more than 50 countries.

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Elements of our systems include:

- Timely Bank Reconciliations
- Cash Controls
- Accounts Receivable Analysis
- Petty Cash & Change Drawer Audit
- Inventory Security and Accuracy of Counts
- Fixed Asset Tracking Procedures
- Purchasing Controls and Approval of Expenditures
- Segregation of Duties
- Tracking of Deferred Revenues
- Sales Tax Compliance
- Payroll Approval Process
- Expense Reimbursement Controls



VenuWorks corporate finance staff members have remote access to the financial accounting software at each location. Monthly, financial reports and annual budgets undergo a strict review process to ensure accuracy and reliability of the information. All financial records, including but not limited to: Monthly and annual financial statements, budgets, supporting schedules and documentation, event and financial data, and bank account information, are considered property of the client as the venue owner and available for review at any time.

VenuWorks practices strict procedures for cost controls in which variances to budget are routinely monitored so that we can take immediate action to control operating expenses. VenuWorks has experienced the greatest opportunities for controlling costs from the following areas:

- Efficient use of full-time labor (especially when duties are shared across multiple venues).
- Optimized use of part-time labor for events and restricted use during non-event days.
- Optimal scheduling practices for part-time labor to maximize patron experience but minimize overtime and unnecessary labor.
- Effective purchase order approval system to eliminate wasteful spending.
- Strict preventative maintenance systems and operational procedures to reduce major repair bills and minimize utilities cost.
- Food & Beverage inventory controls and ordering procedures to minimize waste and theft.
- Event Booking procedures that include a full risk analysis of all potential costs vs. ticket price points and required sales.

HUMAN RESOURCES

A dedicated staff is the most valuable asset any venue can have. Our transition process will begin with meeting the incumbent staff for the theaters, as a group and one on one, to determine if they have an interest in staying on in their current positions. Wherever possible, we will work to bring them into a comparable position in our organizational structure. Their employment with VenuWorks would be subject to a background check, and the successful completion of a six-month probationary period. During that time, we will be working with them to adapt to new systems and new roles that may be somewhat different from their former position. However, we have a very high level of success, achieving successful employee transitions that go on to become long-term working relationships. The key is communication. We offer our employees a comprehensive group benefits

SUNRISE THEATRE OPERATIONS PROPOSAL

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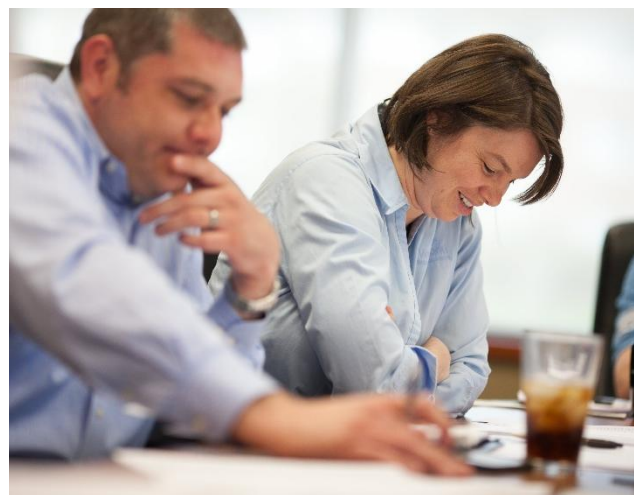
package including medical, dental, eye care and 401(k) plan. We also offer life, short-term and long-term disability insurance.

Customized Benefit Plans

Because each VenuWorks facility is organized under its own LLC, VenuWorks can customize the benefits to meet the competitive needs of each community it serves. Because many of our employees come to us in management transitions, we are prepared to blend their benefit features into VenuWorks' system, while at the same time designing an overall plan that meets the test of financial responsibility. As part of the process, 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.

Human Resources Partner

VenuWorks partners with Paychex HR, 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.

Reporting Structure

At VenuWorks our corporate staff is involved in every aspect of each venue's management. Our Regional Vice Presidents oversee all our accounts and are the direct reports for all our Executive Directors and key point of contact for our clients. Internally our corporate staff also oversees all departments and provides ongoing support, training, and resources for all our venues.

Our Eastern Regional Vice President, HR Cook, will function as the immediate Client contact. The Executive Director will report to HR. Once a stabilized operation is achieved, HR will visit on a quarterly basis if not more often, depending on how the venue is performing. Many of our corporate staff will make trips to Fort Pierce to provide oversight, training, and assistance that may be required depending on circumstance. Our CEO, Steve Peters, as well as our COO, Mike Silva, will visit the

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location biannually, or as may be required depending on circumstance. Further assistance will be provided from our staff at other venues if needed.

Please note, the lines of communication between the location staff and VenuWorks corporate offices, as well as between the Corporation and VenuWorks corporate offices, are open and always available. While no organization can survive without structure, VenuWorks provides an expedited communication channel and compressed decision-making chain to react to opportunities and issues with equal vigor.

DAY TO DAY OPERATIONS

Our team aims for seamless service delivery. Event managers are cross trained on all event types. All logistical aspects of the event are identified and communicated to staff and subcontractors through weekly event overview meetings. Our staff work with every event from start to finish. Momentus, 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.

There is a lot of work that happens behind the scenes for the events to run smoothly. The Operations Department works in cooperation with Event Services to ensure that all events are set based on the event schedules established with the client. The Operations Department is responsible for the initial event set-up and all conversions during the event. Operations staff members attend all event-planning meetings and provide cost estimates for equipment, labor and rental equipment. With multiple events on property on any single day, Operations manages the equipment inventory to reduce labor and change over costs and reduce the need for rental equipment.

Scope of Operations Services

- Event set-up and conversion
- Room sets and changes during events
- Maintains equipment inventory
- Event planning and cost estimates Manage third-party temp labor contract management
- Manage exclusive event audio visual services contract
- Create all event floor plans in an event diagramming program
- Contact for the Fire Marshal's office
- Staffs all security, medical, police officers, and fire inspectors for every event
- Create and manage event budget
- Ensures clients abide by rules and regulations
- Collect event billing and work with finance to prepare event settlement
- Event support
- Manages housekeeping staff during events

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Technical Services

The Technical Services staff manages, maintains, troubleshoots repairs and operates the telephone, networking and internet services, broadcast services, network licensing, internet service providers and television broadcast transmission systems. Technical Services provides direct support to events for these services and manages the contracts for Audio/Visual Rental Services and Telecomm, Data and Internet Services.

Scope of Technical Services

- Coordinate department services for both direct and overlapped responsibilities with the City, all VenuWorks departments, and all other event clients.
- Keeping all IT systems operational, available and secure so that VenuWorks staff can focus on providing world-class services to guests and exhibitors.
- Assure that all components of the Facility AV systems are operational and available so that VenuWorks staff and event contractors can provide world-class service to clients and guests.
- Review and manage service contracts for Audio/Visual Service.

Training

VenuWorks offers a wide variety of training methods for our event staff, each with customer centric focus and supported with current guest services best practices. The following is a list of the training programs offered:

- Orientation Training – all event staff receive a training program that immerses them in the VenuWorks culture of service. Our mission, service standards, and service philosophy are the main components of the training course curriculum.
- Skills Training – This training program encompasses training activities designed to welcome event staff members and to provide them with a solid foundation of information, skills and team motivation. The peer-lead training content includes basic work rules and procedures, customer service, alcohol awareness, skills training and facility familiarization.
- Supervisor Training – Supervisors play a vital role in the effective, efficient and consistent operation of the event staff. Training sessions provide an opportunity to develop the leadership skills of our supervisors, and the training sessions serve as a valuable forum for them to share their experiences and suggestions for improving our operation.

Execution

Providing the highest quality experience on a consistent basis is critical. To foster a consistent deliverable across the event operation we employ the following:

- Crew Deployment Sheets – Using the customized event staffing plan created during the planning phase this document communicates to event supervisors the precise positioning of staff throughout the venue.
- Supervisor Checklists – This document is deployed at predetermined intervals throughout the event and equips supervisors with the expectations for each of the staff members assigned to them.
- Event Staff Handbook – This handbook was developed so that all employees have a common understanding of facility policies, procedures, products, service standards and information.
- Event Staff Brief Sheets – This document acts as a supplement to the Event Staff handbook and provides all employees event specific information.

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G: BACK-OFFICE OPERATIONS



Evaluation

To ensure that the inputs for the event operations program—time, money, personnel, materials, and facilities are being used efficiently and effectively VenuWorks employs a robust evaluation program which includes:

- VenuWorks Customer Service Satisfaction Survey
- Mystery Shopper Program
- Event Day Quality Control Team
- Event day Supervisor Reports
- Departmental SWOT analysis

Adjust

VenuWorks recognizes that to consistently achieve excellence in customer service we must translate the data received from our evaluation tools into action.

- Employee Recognition – a comprehensive program that recognizes and rewards guest satisfaction, job performance, and longevity. Providing our guests with the highest quality experience is essential to every decision made on event day. This has created a rewarding culture that continuously looks to improve customer service, productivity, and internal operations, while entertaining our thousands of guests every year.



AUDITED FINANCIAL STATEMENTS

VenuWorks has provided audited financial statements from the last three years in a separate document. Under the title “Audited Financial Statements” this information can be found in a separate sealed envelope that was submitted with this proposal as well as in a separate digital document submitted electronically.





LICENSES AND CERTIFICATIONS

VenuWorks will obtain and hold all necessary licenses and permits to remain compliant with Local, State, and Federal regulations. Examples of such licenses may include, but are not limited to; Business License, Sales Tax Permit, and all health permits required for serving concessions and alcohol in the facility.

LITIGATION INFORMATION

VenuWorks is not a litigious company. We have never found it necessary to sue a client, venue user group, or promoter. While there have been infrequent claims brought against us, they have been almost exclusively related to injuries incurred in slip and fall accidents at events occurring in our managed venues. We have no lawsuits pending or in process that are not covered by insurance.

One claim not relating to accidental injuries was filed in 2021 by a former employee as a class action suit brought on behalf of other employees who had worked for VenuWorks as food servers and bartenders in Washington state. At issue was the fact that the venue menus and catering invoices lacked a state-required disclaimer stating that the automatic service charge attached to catering events was retained by the venue and the public facility district and not paid out as a gratuity to the workers involved. Our investigation revealed that the notice of this state requirement was sent to our payroll company when it was initiated, and not to VenuWorks. And for that reason, we did not have the disclosure included on our invoices or menus. A settlement was reached through mediation, without expense to the venue or the public facility district.

CRIMINAL CHARGES

There have not been any criminal charges filed against VenuWorks or its officers.



Exhibit "H"

PUBLIC ENTITY CRIMES AFFIDAVIT

SWORN STATEMENT UNDER SECTION 287.133(3)(a),
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with RFP No. 2025-017 for **Fort Pierce Sunrise Theatre Operations Concession**
2. This sworn statement is submitted by VenuWorks

(name of entity submitting sworn statement)
whose business address is 1615 Golden Aspen Drive, Suite 107

and (if applicable) its Federal Employer Identification Number (FEIN) is 42-1463763
_____. (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement: _____.)
3. My name is Thomas Peters _____ my relationship to the entity
(please print name of individual signing)
named above is Chief Development Officer _____.
4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
6. I understand that an "affiliate" as defined in paragraph 287.133(1)(a), Florida Statutes, means:
 1. A predecessor or successor of a person convicted of a public entity crime: or
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The



Exhibit "H"

term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

7. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement.
(Please indicate which statement applies.)

Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND **(Please indicate which additional statement applies.)**

There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list.
(Please attach a copy of the final order.)

The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. **(Please attach a copy of the final order.)**

The person or affiliate has not been placed on the convicted vendor list.
(Please describe any action taken by or pending with the Department of General Services.)

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 10: SIGNED AFFIDAVITS

A: PUBLIC ENTITY CRIMES AFFIDAVIT

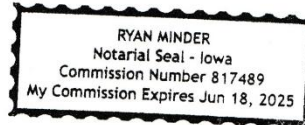


Exhibit "H"

Signature: *Thomas Peters*
Date: 2/28/2025
Date: 2/28/2025
STATE OF Iowa
COUNTY OF Scott

PERSONALLY APPEARED BEFORE ME, the undersigned authority,
Thomas Peters who, after first being sworn by me, affixed his/her
signature in (name of individual signing) the space provided above on this 28th day
of February 2025.

NOTARY PUBLIC SEAL:



My commission expires: Jun 18 2025

END OF SECTION

SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 10: SIGNED AFFIDAVITS

B: AFFIDAVIT REGARDING THE USE OF COERCION FOR LABOR OR SERVICES



EXHIBIT "I"

**CITY OF FORT PIERCE
AFFIDAVIT REGARDING THE USE COERCION
FOR LABOR OR SERVICES**

Vendor name: VenuWorks

Authorized Representative's Name and Title: Thomas Peters, Chief Development Officer

Address: 1615 Golden Aspen Drive, Suite 107

City: Ames State: Iowa Zip Code: 50010

Phone Number: 515-232-5151 Email Address: tpeters@venuworks.com

Section 787.06(13), Florida Statutes, requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by an officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services as defined in that statute. As the person authorized to sign on behalf of Vendor, I certify that the company identified does not:

1. Use or threaten to use physical force against any person;
2. Restrain, isolate, or confine or threaten to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Use lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or services are not respectively limited and defined;
4. Destroy, conceal, remove, confiscate, withhold, or possess any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
5. Cause or threaten to cause financial harm to any person;
6. Entice or lure any person by fraud or deceit; or
7. Provide a controlled substance as outlined in Schedule I or Schedule II of section 893.03, Florida Statutes, to any person for the purpose of exploitation of that person.

Under penalties of perjury, I declare that I have read the foregoing document and that the facts stated in it are true.

By: [Signature] Thomas Peters Chief Development Officer 2/28/2025
 Authorized Signature Printed Name and Title Date

STATE OF FLORIDA Fort Pierce
 COUNTY OF Scott
 RFP No. 2025-017



SUNRISE THEATRE OPERATIONS PROPOSAL

SECTION 10: SIGNED AFFIDAVITS

B: AFFIDAVIT REGARDING THE USE OF COERCION FOR LABOR OR SERVICES



Sworn (or affirmed) and subscribed before me by means of physical presence or online notarization

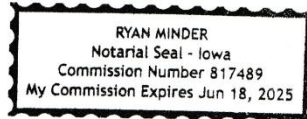
this 26th day of February, 2025 by Thomas Peters, who is

personally known or

produced identification (ID produced: Drivers License).

Notary Public Signature: Ryan Minder (Seal)

Print Name: Ryan Minder My Commission Expires: Jun 18 2025



February 28, 2025



CITY OF FORT PIERCE

RFP NO.2025-017

FT. PIERCE SUNRISE THEATRE OPERATIONS CONCESSION

The purpose of this addendum is to extend the submission due date from March 5, 2025, to
3:00PM, March 27, 2025

and provide an updated timeline as follows:

RFP Issue Date	January 28, 2025
Pre-Proposal Meeting	February 18, 2025
Deadline for Questions	March 18, 2025
Proposals Due/Opening	March 27, 2025
Evaluation Committee Process Completed	May 2025
Commission Approval Rankings	May 2025
Negotiations Commence	Immediately after Ranking Approval
Agreement Recommended to Commission	July 2025
Anticipated Start of Concession	August/September 2025

All other conditions of this bid remain the same.

Please acknowledge receipt of this addendum and include it with your submittal.

Signature: 
Manual

Signature: Thomas Peters
Typed or Printed

Company Name: VenuWorks Inc.

Address: 1615 Golden Aspen Drive #107
Ames, IA 50010

Date: March 27, 2025

/gc



CITY OF FORT PIERCE

RFP NO.2025-017

FT. PIERCE SUNRISE THEATRE OPERATIONS CONCESSION

ADDENDUM NO. 2

This addendum serves to modify and clarify the Request for by providing the detailed evaluation criteria, associated points, and responses to questions submitted by potential proposers.

Evaluation Criteria and Points

The following comprehensive evaluation matrix assigns numerical values to the specified criteria outlined in section 1.9 of the RFP.

Criteria	Description	Points
Relevant Experience and Organizational History	Evaluates the proposer’s demonstrated success in delivering services similar to those outlined in the RFP within comparable event venues. It also considers the proposer’s overall business history, including company longevity, growth, stability, and legal/claims history.	25
Team Qualifications	Evaluates the qualifications, experience, and professional backgrounds of the key project team members, as well as their ability to contribute to the success of the theatre.	15
Financial Projections and Economic Impact	Assesses the proposer’s projections related to exceeding the City’s expectations for revenue, operating profitability, and community economic impact as well as their overall financial stability and capacity to manage the theatre effectively.	15
Implementation Plan	Evaluates the proposer’s ability to effectively implement the scope of services through a clear and detailed plan. The evaluation will focus on the proposer’s approach to managing key resources related to physical maintenance, technology, financial management, marketing, event management, community engagement – and their ability to execute a sustainable programming strategy. Proposals will also be assessed on the detailed 30/90/120-day rollout plans, and evaluation of their in-house capabilities and reliance on subcontractors.	30
Alignment with Preferred Elements	Assesses the extent to which the proposer has incorporated or addressed the preferred elements outlined in § 1.3 of the RFP.	10

Questions and Answers

Budget Questions:

- **We see an approved 2023 annual budget, is it possible to receive a finalized 2023 budget. We see a proposed 2024 annual budget, is it possible to see the approved final budget for 2024.**
 - See attached approved budget from the FY 24/25 book. It includes the actual numbers from the 22/23 budget as well as the approved budget for 23/24.
- **What was the approved FPRA financial support for 2024/2025 and what of that amount remains**
 - The approved allocation from the FPRA for the Fiscal Year 2025 is \$500,000
- **What are the YTD ticket sales?**
 - Current YTD ticket sales on record are: \$1,452,848.77. That does not include the deferred revenue from Fiscal Year 2024 in the amount of \$504,391.14 OR the deferred revenue from Fiscal Year 2026 in the amount of \$20,766.81.
- **Does "packed sales" refer to F&B packaged goods?**
 - "Packed Sales" refers to the alcohol sales as well as other beverages and concession sales.
- **How long is your current credit card processing contract and who is it with?**
 - The Sunrise Theatre is contracting with the company Fortis for their credit card processing. It is on an annual lease that is currently set to expire on 2/6/26.

Under the Scope of Services tab regarding marketing:

- **Who will own the Sunrise Theatre . Com website and social media accounts? Are they to be transferred to the new operator or is it expected that the operator will create new accounts/websites?**
 - The ownership of the Sunrise Theatre website and social media accounts will be considered as part of the negotiation process.
- **Will the new operator receive the members and patrons email/marketing lists?**
 - This information is public record and therefore can be shared.
- **Would be possible to receive a list of current sponsors/donors and any term lengths/current contracts?**
 - This information is public record and therefore can be shared.

General Questions:

- **Status of roof and A/C repairs/replacement, and scheduled completion?**
 - The RFP for AC chiller replacement has closed, and the City is currently in the process of reviewing the submitted proposals. At this time, no roof repairs are scheduled but will be evaluated as part of future planning.
- **When was the last rigging inspection completed, can the last known report be sent for review?**
 - 2020. Report attached.
- **When was the last termite inspection done?**
 - 2019.
- **Who will manage the exterior of the building to ensure its up-keep, maintenance, and what exactly is within their purview?**
 - It is expected that the City, as the building owner, will remain responsible for the exterior upkeep of the Sunrise Theatre, including major building components as outlined in the City's Capital Improvement Plan (Exhibits C and D). This includes planned HVAC replacements and other

structural maintenance. Final responsibilities will be subject to negotiation with the successful proposer.


- **Can the City please clarify how the City would like vendors to submit proposals? The RFP tells vendors to submit via Demandstar on pages one and three, but on page fifteen vendors are told to also ship the following: “(1) original printed proposal, (5) printed copies and a digital copy on a flash drive one (1) electronic version on a USB drive, in a shipping envelope or box clearly labeled Proposal for Sunrise Theatre RFP 25-017...”**
 - Proposals should be submitted electronically via Demandstar website. Please disregard the instructions provided on page fifteen of the proposal document.

Clarifications

- **Liquor License**
 - The Theatre’s liquor license is good until March 31, 2026.
- **Post Remediation Verification Certificate, see attached**
- **Air Quality Report, see attached**

All other conditions of this bid remain the same.

Please acknowledge receipt of this addendum and include it with your submittal.

Signature:  _____
Manual

Signature: Thomas Peters _____
Typed or Printed

Company Name: VenuWorks _____

Address: 1615 Golden Aspen Drive #107 _____
Ames, IA 50010 _____

Date: March 27, 2027 _____

/gc

- Attachments:**
- Air Quality Results 12.31.24**
 - Budget FY 2025**
 - Post Remediation Verification Certificate**
 - Rigging Inspection Report**



CITY OF FORT PIERCE

RFP NO. 2025-017

FT. PIERCE SUNRISE THEATRE OPERATIONS CONCESSIONS

ADDENDUM NO. 3

The purpose of this addendum is to provide additional information to proposers, as well as respond to an inquiry received by a potential proposer.

QUESTION: What is Sunrise’s fiscal year? It looks like October 1, but can you confirm?

ANSWER: **October 1 - September 30**

QUESTION: Will the concessionaire take over the existing budget mid-year?

ANSWER: **No, they will not take over the existing budget mid-year, they will need their own finances to operate.**

QUESTION: In the proposal, should the year 1 budget be the remainder of 2024 - 2025 or should year 1 be 2025-2026?

ANSWER: **Based on the timeline in Addendum 1, the anticipated start of the concession agreement is August or September, which would require the year 1 budget be 2025-26 to begin on October 1, 2025.**

QUESTION: Will the FPRA financial resource continue year to year? If so, is it a set amount or does it change each year?

ANSWER: **The FPRA allocation will not remain for operating costs beyond this fiscal year.**

QUESTION: Is there a restricted fund that can be used toward operational expenses? If so, is it a set amount each year or is it need-based?

ANSWER: **There is not a restricted account to be used for operational expenses. Currently, there is a restricted account that is used for capital expenses and funds are generated from tickets sales. This is based on the City’s ticketing system and only used by the City.**

QUESTION: Are there committed city or state grants beyond this current year?

ANSWER: **No**

QUESTION: Will the concessionaire take over the existing operating bank account or begin their own?

ANSWER: **No, they will need their own bank account.**

QUESTION: In either instance, will the concessionaire begin with an operating cash balance?

ANSWER: **No**

QUESTION: Is there a mortgage or rent, or not applicable due to the building being city owned?

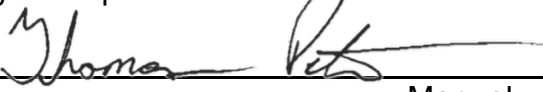
ANSWER: **The building is owned by the City and there is not a mortgage.**

QUESTION: Are there property taxes or not applicable due to the building being city owned?

ANSWER: **Property taxes would not be applicable to the concessionaire.**

All other conditions of this proposal remain the same.

Please acknowledge receipt of this addendum and include it with your submittal.

Signature: 
Manual

Signature: Thomas Peters
Typed or Printed

Company Name: VenuWorks

Address: 1615 Golden Aspen Drive #107

Ames, IA 50010

Date: March 27, 2027

/lh



1615 Golden Aspen Drive #107
Ames, IA 50010